I hereby give notice that an ordinary meeting of the Disability Advisory Panel will be held on:

**Date:** Monday, 18 March 2019  
**Time:** 10.00am  
**Meeting Room:** Ground Floor Council Chamber  
**Venue:** Auckland Town Hall  
301-305 Queen Street  
Auckland

**Te Rōpū Kaitohutohu Take Hunga Hauā / Disability Advisory Panel**

**OPEN AGENDA**

**MEMBERSHIP**

**Chairperson** Mary Schnackenberg, CNZM  
**Deputy Chairperson** Dan Buckingham  
**Members** Colleen Brown, MNZM, JP  
Jade Farrar  
Kramer Hoeflich  
Rachel Peterson  
Gemma Stewart  
Ursula Thynne

**Liaison Councillor** Cr Josephine Bartley  
**Chief Liaison Councillor** Cr Dr Cathy Casey

(Quorum 5 members)

Michelle Judge  
*Governance Advisor*

12 March 2019

Contact Telephone: (09) 977 6739  
Email: Michelle.Judge@aucklandcouncil.govt.nz  
Website: www.aucklandcouncil.govt.nz

**Note:** The reports contained within this agenda are for consideration and should not be construed as Council policy unless and until adopted. Should Members require further information relating to any reports, please contact the relevant manager, Chairperson or Deputy Chairperson.
TERMS OF REFERENCE
(Excerpt – full terms of reference available as a separate document)

The terms of reference set out the purpose, role and protocols of the Panel. Panel members abide by the Code of Conduct for members of Auckland Council advisory panels.

Purpose
As one of council’s engagement mechanisms with diverse communities, the demographic advisory panels provide advice to the governing body and council staff within the remit of the Auckland Plan on the following areas:

- Auckland Council’s regional policies, plans and strategies
- Regional and strategic matters including those that Council-Controlled Organisations deal with any matter of particular interest or concern to diverse communities.

Outcomes
The panel’s advice will contribute to improving the outcomes of diverse communities and social cohesion as set out in the Auckland Plan. The panel will advise through their agreed strategic agenda and detailed work programme.

Strategic agenda and work programme
The panel must develop a work programme and set a strategic agenda for the term. The agendas should be focused and integrated across the panels for collaborative input into shared agendas, particularly on the Auckland Plan, the Long-term Plan and annual plans. The panel should advise on council’s organisational strategies relevant to diverse communities.

The governing body and council staff should work with the panel for the development of their strategic agendas and work programme. An appropriate committee will approve the panel’s work programme and any subsequent major changes to it.

Submissions
The panel must not make formal submissions to Auckland Council on council strategies, policies and plans, for example, the annual plan.

In its advisory role to the council, the panel may have input to submissions made by the council to external organisations but do not make independent submissions, except as agreed with the council.

This does not prevent individual members being party to submissions outside their role as panel members.

Review
The form and functioning of the panels may be reviewed prior to or after, the end of the panel’s term in September 2019.
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<td>12</td>
<td>Consideration of Extraordinary Items</td>
<td></td>
</tr>
</tbody>
</table>
1 **Apologies**

At the close of the agenda no apologies had been received.

2 **Declaration of Interest**

Members are reminded of the need to be vigilant to stand aside from decision making when a conflict arises between their role as a member and any private or other external interest they might have.

3 **Confirmation of Minutes**

That the Disability Advisory Panel:

a) confirm the ordinary minutes of its meeting, held on Thursday, 4 October 2018, as a true and correct record.

4 **Additional Items**

At the close of the agenda no Additional Items had been received.
Liaison councillor's update

File No.: CP2019/02713

Te take mō te pūrongo
Purpose of the report

1. Liaison councillor's update to the Disability Advisory Panel.

Whakarāpopototanga matua
Executive summary

2. The liaison councillor to the Disability Advisory Panel, Cr Josephine Bartley, will provide an update of recent council business, and her local ward matters.

Ngā tūtohunga
Recommendation/s

That the Disability Advisory Panel:

a) note the update from the liaison councillor, Josephine Bartley.

Ngā tāpirihanga
Attachments

There are no attachments for this report.

Ngā kaihaina
Signatories

<table>
<thead>
<tr>
<th>Author</th>
<th>Michelle Judge - Governance Advisor</th>
</tr>
</thead>
<tbody>
<tr>
<td>Authoriser</td>
<td>André Lubbe - Head of Employment Relations</td>
</tr>
</tbody>
</table>
Te take mō te pūrongo
Purpose of the report
1. To receive a presentation on customer services at Auckland Council.

Whakarāpopototanga matua
Executive summary
2. Nigel King, General Manager, Customer Services, will discuss with the panel how council manages customer feedback, and in particular ensures that results and outcomes are measured.

Ngā tūtohunga
Recommendation/s
That the Disability Advisory Panel:
a) receive the presentation from Nigel King, General Manager, Customer Services.

Ngā tāpirihanga
Attachments
There are no attachments for this report.

Ngā kaihaina
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Consultation on Increasing Aucklanders’ Participation in Sport: Investment Plan 2019-2039

File No.: CP2019/02717

Te take mō te pūrongo
Purpose of the report
1. To present upcoming consultation on Auckland Council’s draft plan for sport investment - Increasing Aucklanders’ Participation in Sport: Investment Plan 2019-2039.

Whakarāpopototanga matua
Executive summary
2. Staff will present to the Disability Advisory Panel in order to encourage engagement in the upcoming consultation on the council’s draft plan for sport investment - Increasing Aucklanders’ Participation in Sport: Investment Plan 2019-2039 (Attachment A).
3. A supporting memo to demographic advisory panels is also attached (Attachment B).

Background
4. Auckland is experiencing rapid population growth and social change. Our diverse communities have different preferences and requirements for sport and recreation activities.
5. The draft Increasing Aucklanders’ Participation in Sport: Investment Plan 2019-2039 is the council’s response to these changes. It sets out a new approach to regional investment in sports facilities, programmes and services for Aucklanders over the next 20 years.
6. The plan will:
   • target communities of greatest need and address disparities
   • deliver a broad range of programmes, services and facilities that respond to the diverse needs of Auckland’s communities
   • address population growth and changing sport preferences through regular assessments of, and changes to, programmes, services and facilities.

Consideration
7. The draft plan is based on research and feedback received from advisory panels, sports sector organisations, local boards and the public. Common themes emerging from advisory panels’ feedback have been incorporated in the plan, in particular:
   • equity-based investment targeting communities and demographic groups with the greatest need
   • developing multi-sport hubs rather than single-sport facilities
   • ensuring return on investment
   • encouraging growing cultural sports
   • using outcomes such as health, wellbeing and sustainability as measures of success.
8. During this consultation, staff will invite the panels to formally indicate their support for the draft plan and provide feedback on a list of consultation questions (see Attachment).
9. To assist the implementation of the plan, staff will also seek information on particular community groups to understand their needs. The questions include:
   • what are the key barriers for participation for the community group you are representing?
   • what facilities/programmes do they need to increase participation?
10. Staff will present the draft plan and invite demographic advisory panels to formally indicate their support for the draft plan and provide feedback on the following consultation questions:
   - Does the panel have any questions about the plan?
   - Will the panel assist with the consultation process by sharing this information with their wider communities and encouraging submissions to Shape Auckland?
   - Does the panel support the plan?

**Next steps**

11. The indicative public consultation timeline is outlined in Table 1 below.

12. During the meetings, staff will invite the panels to formally indicate their support for the draft plan and provide feedback on a list of consultation questions (see Attachment).

13. To assist the implementation of the plan, staff will also seek information on particular community groups to understand their needs. The questions include:
   - what are the key barriers for participation for the community group you are representing?
   - what facilities/programmes do they need to increase participation?

14. Feedback from the advisory panels will be summarised, alongside other feedback received during the consultation, for consideration of the Environment and Community Committee in June 2019.

**Table 1: Indicative dates for public consultation processes**

<table>
<thead>
<tr>
<th>Deliverable</th>
<th>Milestone</th>
</tr>
</thead>
<tbody>
<tr>
<td>Media release</td>
<td>18 March 2019</td>
</tr>
<tr>
<td>Workshops with local boards</td>
<td>February and March 2019</td>
</tr>
<tr>
<td>Workshops with advisory panels and sports sector</td>
<td>March and April 2019</td>
</tr>
<tr>
<td>Analysis of feedback and revise plan for final adoption</td>
<td>April and May 2019</td>
</tr>
<tr>
<td>ECC meeting seeking adoption of the final plan</td>
<td>11 June 2019</td>
</tr>
</tbody>
</table>

**Ngā tūtohunga**

**Recommendation/s**

That the Disability Advisory Panel:

a) receive the presentation on the draft Increasing Aucklanders’ Participation in Sport: Investment Plan 2019-2039.
Ngā tāpirihanga
Attachments

<table>
<thead>
<tr>
<th>No.</th>
<th>Title</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>Draft Increasing Aucklanders' Participation in Sport Sports Investment Plan 2019 – 2039</td>
<td>15</td>
</tr>
<tr>
<td>B</td>
<td>Memo to Advisory Panels</td>
<td>55</td>
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</tbody>
</table>

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<tr>
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</tr>
</tbody>
</table>
Draft
Increasing Aucklanders’ Participation in Sport
Sports Investment Plan 2019 – 2039

January 2019
About this document

Rapid growth and social change are changing the face of Auckland.

This creates an opportunity to build a stronger, more diverse and inclusive society where people feel they belong – a vision for Auckland expressed in the Auckland Plan.

Community sport is a key part of this vision. It can bring people together in both organised and casual environments, improving the health, social and cultural outcomes for Aucklanders.

Increasing Aucklanders’ Participation in Sport: Sports Investment Plan 2019-2039 reflects a desire to increase the number of Aucklanders who participate in and benefit from sport.

Aucklanders: more active, more often.

Currently, it’s not easy for everyone to participate in sport and is made harder by a shortage of facilities in the existing network. There are specific groups who are not involved in any kind of sport or have consistently low levels of participation. Our research shows there is a direct link between lack of access to facilities and low participation. This plan aims to remedy this.

The core principle driving the plan is equity-based investment to improve access and outcomes for all. This means different levels of investment will be made to bridge gaps in supply (e.g. facilities) and to increase participation by targeting specific groups. Investment is directed where there is need to achieve good outcomes for all Aucklanders.

The new investment strategy uses a people-centric approach focusing on:

- communities with low sport participation rates
- increasing participation in emerging and ethnically diverse sports
- sustaining popular sports with high participation rates.

Changes to the way people participate and play sport, as well as the sports they play are all factors driving different kinds of demand on a network of aging, traditional, code-based sporting facilities.

Our new approach to investing in sport is a shift from bespoke, individualised facilities and programmes to partnership models building an affordable, fit-for-purpose network of sports facilities for all Aucklanders to enjoy.

Policy objectives

Through this document Auckland Council seeks to achieve the following policy objectives:

- ensure that all Aucklanders participate in sport, by targeting communities of greatest need and addressing disparities
- deliver a broader range of programmes, services and facilities that better respond to the diverse needs of Auckland’s communities
- address growth and changing community needs through regular assessments of, and changes to, programmes, services and facilities to maximise participation.
# Increasing Aucklanders’ Participation in Sport: Sports Investment Plan 2019 - 2039

## Sport is important to Aucklanders

<table>
<thead>
<tr>
<th>Group</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adults</td>
<td>73%</td>
</tr>
<tr>
<td>Young adults</td>
<td>90%</td>
</tr>
<tr>
<td>Aucklanders</td>
<td>71%</td>
</tr>
</tbody>
</table>

Auckland Council invests in sport because it delivers a range of health, social and economic benefits (roughly $1.76 billion each year) for our communities and for Aucklanders.

## Investing in sport has a number of challenges

Auckland’s population is rapidly growing and changing, so is the demand for sport. There is evidence showing people are participating in different types of sport and recreation activities, in different formats.

### Young Adults vs. Adults

<table>
<thead>
<tr>
<th>Category</th>
<th>Group 1</th>
<th>Group 2</th>
</tr>
</thead>
<tbody>
<tr>
<td>Competitive sports or activities only</td>
<td>2%</td>
<td>2%</td>
</tr>
<tr>
<td>BOTH</td>
<td>10%</td>
<td>10%</td>
</tr>
<tr>
<td>Non-competitive sports or activities</td>
<td>63%</td>
<td>63%</td>
</tr>
<tr>
<td>Non-participant</td>
<td>5%</td>
<td>5%</td>
</tr>
</tbody>
</table>

In addition, sport investment is facing growing budgetary and land supply constraints. The existing network of Auckland Council sports facilities is ageing and we have identified supply gaps in some areas of Auckland. (Source: SportNZ)

## Not all Aucklanders have the same opportunities to access sport

- There is inequity across different gender, age and ethnic groups, and for people living with disabilities.
- Certain demographic groups such as Pacific and Asian residents have lower than average participation rates.

## The new investment plan for sport

This plan sets out Auckland Council’s new approach to plan for growth and the changing preferences of Auckland’s diverse population.

**We want to increase participation in community sport...**

Our goal is to make Aucklanders ‘more active, more often.’

We will do so by providing fit-for-purpose programmes, services and facilities that cater for the greatest number of people.

We have set aside $120 million in the Long-term Plan to fund regional and sub-regional sports facilities. This is on top of the $1 billion already allocated to sport and recreation.

**With the new plan, there will be a new investment approach...**

### Key Shifts

We will be making several key shifts to the way we currently invest in sport. Central to these key shifts is a people-centric approach, targeting those who do not have adequate access and opportunities.

### Investment principles

New investment will be driven by four principles:

- accountability
- equity
- financial sustainability
- outcome-focused.

### Investment framework

Every new investment will go through a decision-making framework that will deliver value for money, robustness, consistency and transparency.

## What does it mean for Aucklanders?

Sport investment will target three different groups of people:

1. **“I already play sport.”**
   - There will be more fit-for-purpose facilities and programmes to keep me actively involved in sport.

2. **“I play a new sport.”** (like futsal)
   - Currently there are limited opportunities to play but in the future there will be more fit-for-purpose facilities and programmes that cater to new and emerging sports like mine.

3. **“I do not currently participate in sport.”**
   - Auckland Council will create more opportunities and make it easier for me to take up sport.

## Collaboration and partnerships to deliver the best outcomes for Aucklanders

The scale of investment required means Auckland Council cannot work alone.

We have consciously aligned with our sport sector partners Sport New Zealand and Aktive. New investment will seek collaboration and partnerships to build on the existing investment by the sport sector, volunteers, local communities and private investors.
The key shifts

Current challenges

<table>
<thead>
<tr>
<th>Key shift 1</th>
<th>Focus Auckland Council investment on community sport—where it can add the most value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Key shift 2</td>
<td>Long-term Plan budget for sport will increase. Future investment will take a people-centric approach to increase participation in:</td>
</tr>
<tr>
<td>Key shift 3</td>
<td>Invest in a range of multi-functional facilities, services and programmes to break down barriers to participation</td>
</tr>
<tr>
<td>Key shift 4</td>
<td>Make structured, strategic investment decisions based on evidence to improve efficiency, effectiveness and outcomes</td>
</tr>
</tbody>
</table>

This means...

- The only objective for our investment is increasing participation in community sport.
- Future Auckland Council investment will be driven by Aucklanders’ needs, instead of responding to particular interest groups.
- Funding will be split between three key groups:
  - participants in high-participation sports
  - participants in emerging sports
  - those who are currently inactive or have a low participation rate, e.g., Pacific and Asian communities.
- Participants in new sports will not compete for funding with traditional sports. New programmes and services will seek to get inactive Aucklanders engaged in sport.
- We will achieve this goal by focusing our investment on fit-for-purpose facilities, programmes and services.
- We will prioritise multi-sports facilities over bespoke facilities to cater for the largest number of people possible.
- We will prioritise facilities that will meet the changing needs of our diverse communities.
- We will use a robust investment decision-making framework driven by four investment principles: accountability, equity, outcome-focused and financial sustainability.
Introduction

Auckland is growing and changing rapidly and so is the demand for sport.

The plan is our response to stakeholders’ requests to take a more structured approach to deliver better outcomes for all Aucklanders through sport.

It reflects our commitment to the principles of Te Tiriti o Waitangi/the Treaty of Waitangi by providing opportunities through participation in community sports to connect, socialise, learn and celebrate Māori identity and culture.

It is based on a series of Auckland Council decisions, substantial research, evaluations and engagement feedback from 21 local boards, four advisory panels, 40 sports clubs and organisations and 121 public submissions.

Glossary

<table>
<thead>
<tr>
<th>Sport</th>
<th>Recreation</th>
<th>Sport facility</th>
<th>Community sport</th>
</tr>
</thead>
<tbody>
<tr>
<td>A physical activity that is competitive, organised and involves the observation of rules and may involve either team or individual participation.</td>
<td>General or informal physical activity (for example, walking, swimming or kayaking in the sea).</td>
<td>A piece of infrastructure vital to competition and practice of a sport (for example, golf course, hockey turf, outdoor/indoor court, sports field or softball diamond).</td>
<td>Includes play (age and stage appropriate development opportunities for young people), active and outdoor recreation, and competitive sport taking place through clubs and events (including talent development). Community sport does not include passive recreation such as gardening or elite (international) competition.</td>
</tr>
</tbody>
</table>
Item 7

Chronological timeline for developing the plan

2016

21 Mar 2016

Mar—May 2016
Public consultation and stakeholder engagement through the Investors’ Forum, Auckland Council advisory panels, sector advisory groups and sport sector workshops.

Mar—Apr 2016
Workshops with all 21 local boards.

2017

20 Jul 2016
Consultation and feedback summary report. [CP2016/12144]

20 Jul 2016
Parks, Recreation and Sport Committee approved key components of the plan, modify the primary outcomes, principles, focus and scope of sports facilities investment. [CP2016/12613]

14 Mar 2017
Environment and Community Committee made in-principle decisions on a number of changes to current investment mechanisms for sports facilities investments, after considering evaluation results. [CP2017/00192]

4 Apr 2017
Environment and Community Committee agreed to develop an outcome measurement tool for sport investment modelled on the Treasury’s Cost Benefit Analysis Model and to pilot the tool. [CP2017/03041]

8 Aug 2017
Environment and Community Committee considered the recommendations to expand the current revenue streams to increase funding for sport investment and agree to seek public feedback on the proposal. [CP2017/12378]

2018

Feb—Jun 2018
Engagement with local boards and workshops with a political working group on the key components of the draft plan.

Dec 2018
Approval of the draft plan by the Environment and Community Committee.

2019

Early 2019
Public consultation on the draft plan.

Early 2019
Anticipated final approval from the Environment and Community Committee.
Section 1

Why we invest
1.1 Why do we invest in sport?

Auckland is experiencing rapid population growth and social change. We have a diverse population which brings many differences in values, lifestyles, demands for goods and services, and expectations of civic engagement and democracy.

Auckland Council invests in sport to provide Aucklanders with opportunities to participate in society and develop a sense of belonging in Auckland.

We have the largest Pacific and Asian populations in the country. These groups also have the lowest participation rates. For health and social reasons, encouraging participation in sport can have tangible benefits for the whole community.

By removing barriers and creating better access to sport opportunities, Auckland will be one step closer to eliminating disparity and disadvantage as well as fostering healthy lifestyles and wellbeing for all Aucklanders.

It directly contributes to Focus Area 7 of the Auckland Plan 2050’s ‘Participation and Belonging’ outcomes - ‘Recognise the value of arts, culture, sports and recreation to quality of life. It is also relevant to achieving:

- direction 1 - “foster an inclusive Auckland where everyone belongs”
- direction 2 - “improve health and wellbeing for all Aucklanders by reducing disparities in opportunities”.

The multiple benefits achieved through increased sport opportunities and participation will contribute to other Auckland Plan outcomes such as:

- ‘Māori identity and wellbeing’ - by helping to advance Māori wellbeing
- ‘home and places’ - by providing public spaces that are inclusive, accessible and contribute to urban living
- ‘opportunity and prosperity’ - by providing employment and business opportunities.

This plan sets out Auckland Council’s investment approach in sport to achieve these goals. It is a direct response to the vision ‘Australians: more active, more often’ set out in the Auckland Sport and Recreation Strategic Action Plan 2014-2024.
Participation in sport has multiple benefits

There is overwhelming evidence showing participation in sport leads to a wide range of benefits for individuals and the community. Our future sport investment will consider the extent of increase in participation and the impact of that increase in terms of health, education, social and economic benefits. We will prioritise projects with the highest aggregate benefits. The table below summarises the benefits in four broad categories.

<table>
<thead>
<tr>
<th>Physical activity, health and wellbeing</th>
<th>Social and community benefits</th>
<th>Education outcomes and skills development</th>
<th>Economic development</th>
</tr>
</thead>
<tbody>
<tr>
<td>The health benefits of sport and recreation activities are clear - they are substantial, population-wide and particularly important to older people. People who regularly participate in physical activity have reduced risks of both mental and physical illness. It's estimated that inactivity cost Auckland $179 billion of health-related expenditure, $213 billion of lost human capital and $10 billion of other costs in 2010.</td>
<td>Most people participate in sport and recreation activities for enjoyment (98%) and social reasons (52%). Organised sport and recreation activities draw individuals and diverse groups of people together, fostering cooperation and strengthening social ties. These connections provide a sense of belonging and create networks that sustain local communities.</td>
<td>Participation in sport or recreation helps improve education outcomes for children and young people. There is evidence of improved cognitive skills (think, read, learn, remember, reason and pay attention) and psychological benefits such as enhanced self-esteem and self-confidence which leads to improved educational behaviour and attainment.</td>
<td>The sport and recreation sector accounts for 2.4% of regional gross domestic product (GDP) – $1,015 million in 2009. There are approximately 11,943 people working in the industry, 3,533 in related occupations and 212,182 volunteers. International events, such as the World Masters Games 2017, contributed approximately $37 million to Auckland’s GDP. Such events provide an opportunity to reinforce and enhance Auckland’s brand image as an attractive destination to visit and live.</td>
</tr>
</tbody>
</table>

Investment in Sport and Te Ao Māori

Te Tiriti o Waitangi/the Treaty of Waitangi is our nation’s founding document and recognises the special place of Māori in New Zealand. Auckland Council is committed to engaging and working with Māori in ways that are consistent with the Treaty Principles. This includes supporting delivery of services by Māori for Māori, based on Te Ao Māori values and practices.

We acknowledge the special role of Māori in decision-making, to build lasting reciprocal relationships and improve physical activity outcomes for Māori. This will be achieved through working in partnership with iwi and appropriate organisations.
1.2 How does this plan fit within the wider context?

This plan sets out Auckland Council’s approach to regional investment in sport.

It sits within the context of the council’s wider community facilities network and operates in accordance with the Local Government Act 2002 and the Reserves Act 1977.

In the budgetary context, this plan will guide the council’s investment decisions in sport and inform the budgetary processes particularly:

- with decisions on the indicative figures and timing for sports projects during the 10-year budget process (the long-term plan process)
- to assist and prioritise sports projects against other proposals by comparing all possible costs, benefits and trade-offs. Such information will assist the annual budget process in determining the timing, duration and scale of sports projects in local board agreements and in the council’s services and infrastructure plans.

Other complementary processes and documents include:

- **Auckland’s Sports Facilities Priorities Plan 2017-2027**
  A sector-led plan to clearly communicate their priorities for investment to Auckland Council, investors and potential partners.
  Development of this plan was facilitated by Aktive, Sport NZ and Auckland Council with input from over 80 regional and national sport organisations, sports trusts and major facility providers.
  A panel of experienced sector representatives, set up by Aktive, will meet to review and identify high priority projects for future investment, using the agreed evaluation and prioritisation criteria in the plan.

- **Facilities Partnerships Policy**
  The policy guides how Auckland Council will enter into and manage partnerships for sports facilities. The policy sets out the strategic context, principles, the models and investment tools for decision-making, evaluation and monitoring facilities partnerships.

- **Auckland Sport and Recreation**
  To discuss investment priorities and partnership opportunities.
How does the plan relate to other Auckland Council documents?

Auckland Plan

Unitary Plan

Auckland Sport and Recreation Strategic Action Plan
Parks and Open Spaces Strategic Action Plan
Toi Whitiki: Arts and Culture Strategic Action Plan
Thriving Communities Strategic Action Plan
I am Auckland - Children and Young People's Strategic Action Plan
Māori Plan for Tāmaki Makaurau

Increasing Aucklanders' Participation in Sport: Sports Investment Plan 2019 - 2039

Open Space Provision Policy
Community Facilities Network Plan
Tākaro – Investing in Play

Auckland Council land assets
Local and regional facilities
Local and regional services

Long-term Plan
Annual Plan
Local board agreements

Community-led
Community Occupancy Guidelines
Community Grants Policy
Facility Partnerships Policy
Auckland Council-led
Auckland Council facilities
Auckland Council services
Market-led
Procurement Policy
Unsolicited Proposals Policy
Strategic Partnerships Policy

Outcomes

Vision:
• what is the vision?
• what outcomes and benefits are we working towards?
• what will success look like?

Outcomes:
• what specific outcomes do we want for different populations, sectors, places, activities?
• what is our role in delivering them?

Investment:
• what should Auckland Council invest in, and where, to deliver these outcomes?
• what are the priorities, to address needs and gaps?

Options:
• will we deliver the outcomes by providing land, facilities or services, or a combination?

Planning:
• how much will we invest in the outcomes?
• how will we allocate:
  › capex (for assets)
  › opex (for everything else)

Enabling:
• how will we enable the community and the market to deliver the outcomes, alongside direct Auckland Council provision?
Collaborating with others to achieve outcomes

Working with the sector

Achieving sport outcomes requires collaboration from all parties.

We will use this plan to guide our work with others and new investment decisions from the sport sector, private investors and communities.

We have already made considerable efforts to align processes and strategic priorities with our sport sector partners. The focus on community sport and increasing participation aligns with the strategic directions of Sport New Zealand and Aktive Strategic Plan 2015-2020.
1.2 Why now?

The plan will enable Auckland Council to better respond to the changing population and address current challenges.

**Challenges**

- Rapid population growth
  - Auckland's population is growing by 1.5% annually. It is expected to increase by 1 million in the next 30 years.

- Changing community needs
  - The makeup of Auckland will be different in the future, including:
    - more older people
    - more children under 14 years of age
    - more people of Asian, Pacific and Māori ethnicity
    - more people born overseas.

- Disparity of access to sport opportunities
  - Not all Aucklanders enjoy the same access to sport. There is a direct relationship between access and participation. To achieve our goal of increased participation we need to target low participation areas or population groups and improve access to sport.

- Ageing facilities
  - Auckland Council has a vast network of sports facilities including over 250 sports parks and indoor courts in varying states of ‘fitness’.

- Unstructured investment
  - Investment in sports facilities tends to be ad hoc and reactive, based on dispersed or incomplete information.

**Effect on provision**

- Demand will exceed supply
  - The growing population places increasing pressure on existing sports facilities.

- Sports facilities and programmes need to adapt
  - The changing demographic profile means some existing facilities and programmes may no longer meet the needs of communities.
  - There are new sports, new ways of participating and less club-based activity.

- There is significant financial pressure to bridge the gap
  - The financial pressure to meet the supply shortage is substantial due to limited budget and land supply constraints. The costs are likely to grow rapidly over time, meaning a more targeted approach is required.

- Maintenance costs are increasing
  - The cost of maintaining and renewing current facilities will increase as they age.

- Lack of focus on outcomes
  - Investments aren't targeting the highest need.
How will we invest and how do we know the plan is working?

This page presents the logic for Auckland Council’s sport investment and the key shifts we will make to address the key challenges. Further details of what the key shifts mean in practice are provided in Parts 2 and 3.

<table>
<thead>
<tr>
<th>Problem</th>
<th>Key Shift</th>
<th>Benefit</th>
<th>KPIs</th>
<th>Rationale</th>
<th>Data source</th>
</tr>
</thead>
<tbody>
<tr>
<td>50%</td>
<td>Undertake a people-centric approach with a particular focus on:</td>
<td>Increase Aucklanders’ participation in sport by adopting an evidence-based and outcome-focused approach to sports investment.</td>
<td>Key shift 1</td>
<td>KPI 1 (participation): Increase the number of adult Aucklanders who are physically active weekly.</td>
<td>This is an outcome indicator that shows how sport participation changes across the Auckland region.</td>
</tr>
<tr>
<td>40%</td>
<td>Not all Aucklanders have the same opportunities to play sport.</td>
<td></td>
<td>Key shift 2</td>
<td>KPI 2 (participation): Increase the proportion of children between 5 and 18 years of age who participate in three hours or more of organised sport and recreation each week.</td>
<td>This is an outcome indicator that shows how sport participation of young people changes across the Auckland region.</td>
</tr>
<tr>
<td>10%</td>
<td>Auckland Council needs a more structured and strategic approach to invest in sport.</td>
<td>Improve value for money and efficiency by adopting an investment framework to guide decision-making.</td>
<td>Key shift 3</td>
<td>KPI 5 (delivery): Increase services and the number of sports facilities delivered in geographic areas with an identified supply shortage.</td>
<td>This is an output indicator that shows how quickly Auckland Council could address community needs in areas with the greatest need.</td>
</tr>
</tbody>
</table>

A list of key performance indicators (KPIs) will be used to track progress of the plan over time. The KPIs were selected using five criteria - specific, measurable, achievable, relevant and timely.
Section 2
What we invest in
We will increase participation in community sport by investing in fit-for-purpose services, programmes and facilities, and focus on core infrastructure.

Our investment decisions will be equitable, outcome-focused, financially sustainable and accountable.

2.1 What are the outcomes we seek from sport investment?

We will invest to **increase the level of community sport participation** in Auckland.

This requires us to take a people-centric approach to meet the needs of our various communities.

The participation outcome directly aligns with Auckland Sport and Recreation Strategic Action Plan 2014-2024 to enable ‘more Aucklanders living physically active lives through participation in informal physical activity, recreation and sport.’

**We will target participation in three areas:**

1. **Enabling participation of low-participant communities.**
   - Investment in this area will increase the number of active people by targeting sedentary population groups and/or communities with low participation rates.
   - These people need more support as they have higher health risks.
   - Improved health and social benefits from increased participation of these community groups is much greater than for people who are already active.

2. **Increasing participation in emerging sports with high growth potential.**
   - Investment in sports that are likely to grow rapidly will help meet the needs of future communities. In particular, it could mean providing support for:
     * traditional Māori sports which have potential to increase participation and wellbeing (for example, Kio Rahi)
     * sports played by growing ethnic populations (for example, Kabbadi).

3. **Sustaining or increasing participation in high-participation sports.**
   - We will continue to support popular sports that appeal to a number of Aucklanders. The focus of the investment will be to build on existing sector capacity.
   - Sports with high participation rates are likely to have small percentage growth but the actual increases in the numbers of participants are large.
What is happening now?

Current investment in sports often aims to achieve a range of health, social and economic goals as well as an increase in participation. It also tends to target spatial- or code-specific needs. Such an approach can spread limited resources too thin. It also runs the risk of not catering to the needs of communities, in particular people who currently do not play sport.

Consultation

Feedback from the local boards, sports sector and public showed strong support for investment to be based on improving outcomes. There is also strong support to target Auckland Council investment in areas where it can add most value.

Such an approach would set a clear direction to other sports partners and help to align investment.

When asked what types of sports facilities the council should focus on, feedback supported emerging sports with high growth potential, popular sports and sports that appeal to particular groups with low participation rates.

Public submissions showed 66% supported prioritisation for emerging sports and 45% supported investment in sports that target certain cohorts.

Feedback also suggested prioritisation based on whether the investment would:
- increase overall sports participation rates
- increase participation of certain age groups
- address the needs of the population
- respond to the level of deprivation and funding gaps.

The change we're making

Council investment will move away from a geographic or code-specific approach to a single focus on sport participation with three target areas.

TODAY

Limited budget focused on mainly traditional sports and in response to demand rather than need.

TOMORROW

Future investment will take a people-centric approach to increase participation:

Key shift 1

Emerging sports

High participation sports

Low participation communities
2.2 What is the scope and focus of our sports investment?

The primary focus is community sport. The intention is to ensure Auckland Council investment provides for the greatest number of people possible and meets the changing needs of the community.

The figure below illustrates where community sport sits in the sport continuum. The size of circles indicates the level of participation at each stage.

**Progression of skills**

- **Explore** Babies and toddlers
  - Learn elementary skills such as crawling, standing and walking.

- **Fundamental movement** Preschool children
  - Develop basic skills such as running, throwing and jumping.

- **Learn** School children
  - Develop more refined skills, learn the rules of games and positive attitudes towards sport and recreation.

- **Participate** Young people and adults in clubs and local games
  - Participate in organised sport and training. Players might be motivated by multiple factors such as enjoyment, performance and challenges.

- **Perform** Players in regional and national competitions
  - Identify and develop talent in sports.

- **Excel** Athletes in international competitions
  - Achieve excellence in one sport and compete at a world-class level.

**Core infrastructure**
- Infrastructure that is central to sport participation.
  - Courts, fields, playing surfaces and lighting.

**Ancillary infrastructure**
- Infrastructure that enables safe and sanitary access for participants and spectators.
  - Toilets, changing rooms, equipment storage and car-parking.

**Incidental infrastructure**
- Infrastructure that is not required for sports participation but exists for social and management purposes.
  - Clubrooms and administration facilities.
What is happening now?

Auckland Council currently invests in a combination of local, regional and high performance sports facilities, as well as a range of ancillary and incidental infrastructures. This reflects the different priorities of individual legacy councils across Auckland and doesn’t have a clear, strategic focus for the region.

This risks diluting the council’s efforts and resources, and duplicating investments of other organisations such as Regional Facilities Auckland.

Consultation

Feedback showed strong support from local boards, the public and the sport sector for Auckland Council to target investment where it will increase community participation in sports.

When asked what types of facilities council should invest in, local boards suggested core sports facilities are most important, followed by ancillary and incidental facilities.

In addition, high performance facilities are not a focus but the council should not completely rule them out.

The change we’re making

Our future investment in sport will primarily focus on community sport and target core and ancillary infrastructure.

Community sport is considered to be an area where Auckland Council investment is most needed. The focus on community sport will ensure a basic level of access to facilities and a mixture of programmes and services.

This will encourage participation and cater for the diverse needs of the Auckland community.

TODAY
Make investment decisions to achieve multiple objectives

TOMORROW
Focus Auckland Council investment on community sport – where it can add the most value

Key shift 2

Setting the scope and focus does not mean exclusion of investment in certain types of sports facilities. Rather, it means Auckland Council will prioritise to avoid spreading funding too thin and focus investment in areas where investment can add most value and achieve the best outcomes.

TODAY
Invest mainly in single-purpose facilities without a systematic approach to cater for the different needs of communities

TOMORROW
Invest in a range of facilities, services and programmes to increase participation

Key shift 3
2.4 What are our investment principles?

Auckland Council’s future investment in sports facilities and programmes will need to meet four investment principles. These principles will be used during the decision-making process to ensure our investments are well-balanced. They are:

1. **Equity**
   (40% of assessment)

   Auckland Council’s investment in sports should ensure equity of outcomes across the population regardless of age, gender, ethnicity, socio-economic status or where people live.

   This is the most important investment principle as it addresses disparities and targets communities of greatest need. Investment in groups with the lowest access to sports opportunities will be prioritised. This may mean allocation or reallocation of funding to overcome inequality.

2. **Outcome-focused**
   (30% of assessment)

   There needs to be a clear ‘line of sight’ between each investment and the outcomes. This will ensure each investment achieves maximum benefit for the communities it serves. Each investment needs to have:
   
   - **Strategic alignment** – a clear understanding of how each investment contributes to outcomes set out in this plan, the Auckland Sport and Recreation Strategic Action Plan and local board plans
   
   - **Robust outcome measurement process** – ensuring there is an established monitoring and reporting process in place to demonstrate performance against clearly defined goals.

3. **Financial sustainability**
   (20% of assessment)

   Investment decisions need to be financially sustainable in the long run. This means being:
   
   - **Financially viable** – ensuring there are means to cover major capital expenses and ongoing operating costs. This also means having clarity about who (for example, Auckland Council, community, or corporate) is responsible for ensuring the financial viability of sports facilities and programmes and what the expectations are
   
   - **Affordable for the public** – the investment decisions need to consider public accessibility and long-term affordability.

4. **Accountability**
   (10% of assessment)

   Auckland Council has responsibility to act in the best interest of the Aucklanders. Sports investment should be:
   
   - **Efficient and effective** – every public dollar invested should represent value for money and deliver the greatest return
   
   - **Transparent and consistent** – investment decisions should be as transparent and consistent with sufficient information, clear decision-making criteria and outcomes.
What is happening now?

Auckland Council is facing difficult investment choices. We need to balance investment in sport for various target groups and multiple locations with variable effects on sport participants, organisations and local communities. This is the nature of a rapidly growing, dynamic and diverse city.

Consultation

Feedback showed many stakeholders supported the adoption of investment principles to guide future investment decisions.

The ‘outcome-focused’ principle in particular, received the highest support, followed by ‘evidence-based’ and ‘accountability.’

Other principles suggested include:

- affordability
- consistency
- flexibility
- co-investment/partnerships friendly.

The change we’re making

Our future sports investment proposals will align with our four investment principles: accountability, equity, financial sustainability and outcome-focused.

Decision-makers will use the four principles to weigh up and manage multiple investment projects. The investment principles will help ensure future Auckland Council investment decisions are well-balanced and prioritise investment proposals.

Applying the four principles will also be a way of prioritising funding proposals, especially when there are financial constraints:
The equity principle explained

Equity has the highest weighting of all the investment principles. This page provides further information about what equity means in the context of sport investment and how it differs from equality.

Both equity and equality are strategies to ensure fairness. When applied they mean two different investment approaches:

**Equity is: meeting differences to get the same outcome**

*Equity* is ensuring every Aucklander has the same access by targeting sporting opportunities to meet people’s needs.

This could mean providing a basic level of provision to most people and additional support for certain groups to encourage greater participation rates.

*For example:*  
Person C currently has lower access compared to Person A and Person B. To achieve the same outcome and increased participation, Person C will receive more support from Auckland Council.

**Equality is treating everyone the same**

*Equality* is providing the same level of sporting opportunities to everyone, everywhere.

This could mean providing the same sports facilities or programmes to everyone regardless of existing provision of services and facilities.

*For example:*  
Persons A, B and C currently have different access to sports facilities and programmes. To achieve equality, they will receive the same support from Auckland Council.
Current inequity and inequality

Currently there are different types of inequity and inequality occurring across the sports facilities network in Auckland Council.

Inequity in people’s access to sport
- Auckland is home to a diverse range of people. When everyone is different, what fairness and success look like differs too.
- Providing the same access (equality) to everyone regardless of individual needs is likely to lead to inequity of outcomes.

Inequality across sports codes
- There are differences in the level of support Auckland Council provides to sports codes, partly due to different historical arrangements made by legacy councils.
- The types of council support also differ. For example, some sports codes might currently receive direct funding, while others access council land and buildings at a peppercorn rental.

Inequality across geographical areas
- Different areas in Auckland have different levels of access to sports facilities and programmes, mainly due to the decisions made by legacy councils.
- There are also differences in current funding allocations across Auckland, based on factors such as population, land size and social deprivation.

Examples:
- **Growth areas** need additional facilities to cater for growing and changing local demand for sport.
  - There is limited budget for asset renewals and services level increases.

- **Non-growth areas** have existing facilities which are ageing and may no longer be fit-for-purpose for the current people they are serving.
  - There is limited budget for new facilities.

- **Urban areas** may have limited access to open space but have better access to built facilities.

- **Rural areas** tend to have fewer built facilities but more open space such as espianade, beaches and regional parks.
Section 3
How we will work
We will adopt a new investment framework to assist decision-making and ensure delivery of outcomes. The framework provides a rigorous, disciplined approach to answer a set of critical questions before making final investment decisions.

3.1 The investment framework

Section 2 of this plan sets out Auckland Council’s model for sport investment in the future. This section provides the investment framework to ensure future decisions align with that model.

The investment framework will ensure structured, evidence-based investment in the future, as set out in Key shift 4.

**TODAY**

Some investment decisions are isolated and reactive with gaps in information such as the costs, benefits and alternatives.

**TOMORROW**

Make structured, strategic investments based on evidence to improve efficiency, effectiveness and outcome-delivery.

Auckland Council will answer a set of critical questions before investing:

### Whether to invest?

1. What are the community needs?
2. Does it align with Auckland Council’s strategic priorities?
3. Does it have Better Business Cases?

### How to invest?

4. Is there a partnership opportunity?
5. What investment mechanisms should be used?
6. Who makes decisions?
7. How to report and monitor outcomes?

The next few pages explain, question by question, how the framework will work in practice.
What does it look like in practice?

In this section we use three fictional scenarios to demonstrate how the investment framework could be applied in practice. We put each scenario through the investment framework in the following pages.

**Scenario 1:**
**A sub-regional multisport facility**

Three indoor sports clubs (gymnastic, badminton and boxing) have outgrown the Auckland Council community hall they currently hire for training.
They are in a fast-growing suburb of Auckland with a high proportion of new migrants. Their combined membership has more than doubled in the last five years.
The three clubs have jointly approached the council for $10 million to build a multisport facility.
The new facility will be a purpose-built indoor facility. It will have a flexible floor layout to be used by different indoor sports.
The concept design shows the new facility will be large enough to cater for sub-regional demand for indoor sports and allow for future expansion.

**Scenario 2:**
**School netball courts**

A high school wants to extend its netball courts from two to six courts to accommodate recent growth in student numbers.
The new courts can be used for both training and competition during school hours.
The school has approached Auckland Council to co-fund the new courts. It suggested additional lighting would allow the local community to play social games in the evening.
Auckland Council has evidence showing increasing community demand for extra court hours in the local area but has been unable to acquire new land to build new courts.

**Scenario 3:**
**Activation of a community house**

A community group has approached Auckland Council to lease a large room in the local community house owned by the council. The room has been empty for a while because the roof is leaking.
The community group proposed fixing the roof and converting the room into a table tennis room. It has raised most of the funding from the local community but may need a small amount of funding from the council.

In real life, assessment of proposals may not necessarily follow a linear process but we will seek to answer every question in the framework before making an investment decision.

The breadth and depth of information analysed will be proportional to the level of investment and how complicated the proposal is. This will be defined by a number of factors such as:

- scope and benefits of the project
- Auckland Council’s experience and track record of delivering similar projects
- level of engagement and partnerships with customers / communities required to enable any change
- level of risks and efforts required to manage the risks
- funding sources (whether the majority is provided by multiple external organisations).

For low level, low complexity investments, investors and decision-makers could undertake a scaled down approach. As the value and risk profile increases, investment decisions need to be informed by comprehensive analysis.
Whether to invest?

Quality decision making is based on analysis of all available information and weighing a range of options.

**Question 1:** What are the community needs?

All sports investment proposals will undergo a needs assessment. It will explore what is happening in a geographic area or community of interest to determine whether any change or intervention is required, either non-facility or facility.

A needs assessment is critical to distinguish ‘wants’ from ‘needs’ ensuring a facility or programme development will be fully utilised. Needs can be quantified through research and evidence and will stand the test of time. Wants are often opinion-based and will change over time.

**Questions to consider:**

- What is the current state of provision - current facility/programme use, catchment, conditions?
- Will the project meet the needs of the local community now and in the future - demographic profile and changes?

**Question 2:** Strategic alignment

A brief ‘pass/fail’ assessment to ensure the investment proposal aligns with Auckland Council’s strategic priorities and outcomes.

**Questions to consider:**

- Is there strong alignment with:
  - the outcomes, principles and scope in this plan
  - Sports Facilities Priorities Plan
  - Auckland Sports and Recreation Strategic Action Plan
  - Auckland Plan 2050
  - any relevant local plans.

**Question 3:** Better Business Cases (BBC)

Detailed assessment of the strategic, economic, commercial, financial and management case for the investment proposal.

**Questions to consider:**

- Can the project demonstrate:
  - a strategic case illustrating the need for a change, strategic fit and business needs
  - an economic case to show value for money
  - a commercial case to show that the investment will be commercially viable
  - a financial case to prove the investment will be achievable and can be successfully delivered

The assessment process will help ensure future investment in sport is evidence-based and focused on outcome delivery and good practice.

We expect to see significant improvements in the quality of Auckland Council’s investment decisions in the future and increased consistency and transparency.

* Working examples and templates for needs assessment, strategic assessment, Better Business Cases and Cost Benefit Analysis are provided on the Auckland Council website.
What does it look like in practice?

Scenario 1: A sub-regional multisport facility

Question 1: What are the community needs?

Questions to consider:

- What is the current state of provision – current facility use, catchment, conditions?
- Will the project meet the needs of the local community now and in the future – demographic profile and changes?

Question 2: Strategic alignment

Questions to consider:

Alignment with this plan

Investment outcomes

- Will the proposal increase participation?
- Will it increase participation in:
  - community groups of low participation?
  - emerging sports?
  - high participation sports?
- Is the increase in participation likely to bring wider health, social, economic benefits to the local community?

Scope and focus

- Is the facility catering for community sport?
- Is the facility fit-for-purpose and does it provide basic provision?
- What will the facility provide?

- core infrastructure
- ancillary infrastructure
- incidental infrastructure

Demonstrate project alignment with:

- the accountability principle (10%)
- the equity principle (40%)
- the financial sustainability principle (20%)
- the outcome-focused principle (30%)

Also consider alignment with:

- Sports Facilities Priorities Plan
- Auckland Sport and Recreation Strategic Action Plan
- Auckland Plan 2050.

Question 3: Better Business Cases

Questions to consider:

Cost-benefit analysis:

- Who is the target community?
- What are the costs and benefits the project seeks to deliver for the target community?
- What are the costs and benefits of the alternative options for the target community?
- How will the intended costs, benefits and outcomes be monitored over time?
- How can the intended benefits be linked to Auckland Council’s strategic outcomes?
- Is it commercially viable? (commercial case)
- Is it affordable? (financial case)
- Does it have a sound governance structure and can it be delivered successfully? (management case).
How to invest?

Question 4: Is there a partnership opportunity?

Auckland Council is not always the sole investor in sports. Depending on the nature, type and purpose of investment, we might choose to: a) directly invest; b) partner; or c) invest in others to provide sports facilities.

Auckland Council as the principal investor in sport
Auckland Council is most likely to be the principle investor when the sport investment is risky or has a significant social element. This type of investment tends to be under-invested by the private sector. Without support from the council or central government agencies, there could be inadequate access and low quality facilities.

Auckland Council as a partner in sport investment
Auckland Council is most likely to partner and co-invest in sport to deliver benefits that are shared by multiple organisations. This type of investment tends to be large in scale and is likely to lead to shared agreements to co-own, co-deliver and/or co-manage sports facilities and programmes.

Auckland Council having a supporting role in sport provision
Auckland Council also invests with others to provide sporting opportunities. This type of investment is likely to happen when the sport sector is already established. In this case, the investment will focus on building existing sector capacity and provide support in areas which the council can add most value. Details on how to determine the role of Auckland Council in sport investment projects are provided in the Facilities Partnerships Policy.

The change we’re making

Auckland Council is committed to working collaboratively with the sport sector and the community to provide better access to sports opportunities. To do so, we need to consider our role before investing to ensure efficient use of the budget and council resources in areas where it can make the biggest difference.

What does it look like in practice?

Auckland Council as the principal investor
Auckland Council is likely to be the principal investor in Scenario 1 as the investment is likely to bring significant social benefits and tend not to attract private investors.

We would work with the three indoor sport clubs to explore all possible funding options, either from Auckland Council or from other investors, before making a final decision.

Auckland Council as the partner
Auckland Council is likely to form a facility partnership with the school to co-deliver the new courts.

Once the courts are built, the council will have a long term agreement with the school to ensure public access. To enter into a facility partnership, the project will need to go through a separate assessment process set out in the Facilities Partnerships Policy.

Auckland Council having a supporting role
Auckland Council is likely to provide a supporting role if significant efforts have been made by the community group.

In addition to a lease and a community grant, Auckland Council might also offer capability-building advice to the community group.
How to invest?

**Question 5:**
What investment mechanisms should be used?

Auckland Council uses several mechanisms to invest in sport:

- When Auckland Council is the principal investor
- When Auckland Council supports others
- When Auckland Council partners with others

- Provision and management of sports facilities and programmes
- Direct financial contribution for capital and/or operating costs
- Use of Auckland Council land and/or buildings
- Leadership, governance, coordination support, technical advice
- Partnership agreements

- Different mechanisms create different incentives and support sport participants, community and sport organisations in different ways. Determining the appropriate mechanism should be based on several factors such as:
  - the scale and nature of investment
  - the needs of the delivery organisations and the roles of other partners
  - the needs of the target community group or area
  - the expected benefits and alignment with outcomes of this plan
  - consistency with the relevant Auckland Council plans (for example, open space network plans, Community Facilities Network Plan)
  - consistency with legislation (such as the Local Government Act 2002 and the Reserve Act 1977).

**Question 6:**
Who makes the decisions?

Auckland Council has two complementary but distinct decision-making bodies with responsibilities for sports facilities investment:

- **The Governing Body**
  - Focuses on region-wide strategic and investment decisions
  - Decides where and when the council will invest in the sports facilities and programmes network to address gaps and respond to growth.
  - Develops regional policies and strategies.
  - Sets budgets for major facility and programme investments or upgrades through the long-term plan process.
  - Governs regional facility partnership relationships, funding or lease agreements and performance reporting.

- **Local boards**
  - Make most decisions on local parks, open spaces, sports facilities and activities
  - Set outcomes and priorities for local sport investment through local board plans.
  - Identify local sports facility and programmes needs and advocate for investment through the long-term plan process.
  - Govern local and sub-regional facility partnership relationships, funding or lease agreements and performance reporting.
  - May work together to support facilities that benefit several local board areas.
## What does it look like in practice?

### Scenario 1: A sub-regional multisport facility

**Investment mechanisms**

Auckland Council might want to build the proposed facility using the Sport and Recreation Facilities Investment Fund. See A1

### A1: Sport and Recreation Facility Investment Fund

<table>
<thead>
<tr>
<th>Application</th>
<th>Applicants will need to show:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>• a needs assessment that demonstrates the community’s needs for the proposed facility.</td>
</tr>
<tr>
<td></td>
<td>• strategic alignment with:</td>
</tr>
<tr>
<td></td>
<td>• the investment outcomes and principles stated in this plan</td>
</tr>
<tr>
<td></td>
<td>• the priorities stated in the Sports Facilities Priorities Plan.</td>
</tr>
<tr>
<td></td>
<td>• better business cases that demonstrate the economic, financial, strategic, commercial and management cases of the project</td>
</tr>
<tr>
<td></td>
<td>• a cost and benefit analysis that demonstrates:</td>
</tr>
<tr>
<td></td>
<td>• the project is value for money</td>
</tr>
<tr>
<td></td>
<td>• the input, output, intermediate outcomes of the project, and the links to the strategic outcomes the project aims to achieve</td>
</tr>
<tr>
<td></td>
<td>• performance measures to monitor progress over time and methods to collect data.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Assessment</th>
<th>Staff will assess the applications based on the depth, breadth and quality of information provided in the applications.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Decision-making</td>
<td>The Governing Body will make final decisions based on staff recommendations.</td>
</tr>
<tr>
<td>Results of various assessments will be presented by staff in a summary table, supplemented by detailed tables of each assessment in the appendices.</td>
<td></td>
</tr>
<tr>
<td>Investment</td>
<td>Once approved by the Governing Body, staff will work with the applicants to form a funding agreement based on the input, output, intermediate outcomes, strategic outcomes and performance measures stated in the application.</td>
</tr>
<tr>
<td>Monitoring</td>
<td>Staff will conduct regular reviews to ensure performance measures are met over time.</td>
</tr>
<tr>
<td>Information about the input, output, and intermediate outcomes will be collected over time to demonstrate progress towards strategic outcomes. The information will also be used to improve the effectiveness of the investment and help Auckland Council to articulate the benefits of the Sport and Recreation Investment Fund to the public and investors.</td>
<td></td>
</tr>
</tbody>
</table>
## What does it look like in practice?

**Scenario 2:** School netball courts

**Investment mechanisms**

The school could form a facility partnership with Auckland Council. See A2

The partnership might include:

- a regional grant
- an ongoing agreement to ensure public access (for example, Community Access Scheme. See A3

### A2: Facility partnerships

For sport facility partnerships, the applicants will need to show strategic alignment with the investment outcomes and principles stated in this plan.

Applicants will also need to meet requirements stated in Facility Partnership Policy.

### A3: Community access scheme

#### Application

Applicants will need to show:

- a needs assessment that demonstrates the scheme will meet a known or identified geographic gap in the provision of the Auckland Council recreation facilities.

- Strategic alignment with:
  - the investment outcomes and principles stated in this plan
  - other priorities set out in the scheme’s guidelines.

- A cost and benefit analysis that demonstrates:
  - the project is value for money
  - analysis of public/private benefits
  - the input, output, intermediate outcomes of the project, and links to the strategic outcomes the project aims to achieve
  - performance measures to show the objectives have been met and methods to collect data.

#### Assessment

Staff will assess the application based on the depth, breath and quality of information provided in the applications.

#### Decision-making

The Governing Body will make the final decision based on staff recommendations.

Results of various assessments will be presented in a summary table, supplemented by detailed tables of each assessment in the appendices.

#### Investment

Once approved by the Governing Body, staff will work with the applicants to form a funding agreement, based on the input, output, intermediate outcomes, strategic outcomes and performance measures stated in the application.

#### Monitoring

Staff will conduct regular reviews to ensure performance measures are met over time.

Information about the input, output and intermediate outcomes will be collected over time to demonstrate progress towards strategic outcomes. The information will also be used to improve the effectiveness of the investment and help Auckland Council to articulate the benefits of the Community Access Scheme to the public.
### What does it look like in practice?

#### Scenario 3: Activation of a community house

**Investment mechanisms**

The community group could apply for:
- a community grant. See A4
- a community lease. See A5

Alternatively Auckland Council could undertake the renewal work itself. See A6

#### A4: Community Grants

<table>
<thead>
<tr>
<th>Application</th>
<th>Applicants will need to show:</th>
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<tbody>
<tr>
<td></td>
<td>- strategic alignment with:</td>
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<td></td>
<td>- sport and recreation priorities set out in the local plans</td>
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<td>- the investment outcomes and principles stated in this plan.</td>
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<td>- the input, output, intermediate outcomes of the project</td>
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<td></td>
<td>- an intervention logic diagram demonstrating the connections with Auckland Council’s strategic priorities and outcomes</td>
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<tr>
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<td>- performance measures to show the objectives have been met and methods to collect data.</td>
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</table>

<table>
<thead>
<tr>
<th>Assessment</th>
<th>Staff will assess applications based on the quality of information provided in the applications.</th>
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</table>

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<tr>
<th>Decision-making</th>
<th>Local boards will make final decisions based on staff recommendations.</th>
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<tbody>
<tr>
<td></td>
<td>Results of various assessments will be presented by staff in a summary table, supplemented by detailed tables of each assessment in the appendices.</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Investment</th>
<th>Funding will be provided to community groups once their applications are approved by the local board.</th>
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<tbody>
<tr>
<td></td>
<td>The applicants will need to fill in an accountability form which will specify the input, output, intermediate outcomes and the strategic outcomes of the project.</td>
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</table>

<table>
<thead>
<tr>
<th>Monitoring</th>
<th>Staff will conduct regular reviews of the accountability forms to ensure performance measures are met over time.</th>
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<tbody>
<tr>
<td></td>
<td>Information about the input, output, and intermediate outcomes will be collected over time to demonstrate progress towards strategic outcomes. The information will also be used to improve the effectiveness of the investment and help Auckland Council to articulate the benefits of community grants.</td>
</tr>
</tbody>
</table>
Section 3 How we will work

What does it look like in practice?

Scenario 3: Activation of a community house

A5: Community leases

**Application**

Applicants will need to show:
- a needs assessment that demonstrates the lease will meet community’s needs now and in future.
- strategic alignment with:
  - sport and recreation priorities set out in the local plans
  - the investment outcomes and principles stated in this plan.
- a cost and benefit analysis including:
  - the input, output, intermediate outcomes of the lease
  - an intervention logic diagram demonstrating the connections with Auckland Council’s strategic priorities and outcomes
  - analysis of public/private benefits for each lease
  - analysis of opportunity costs to Auckland Council for each lease (such as the underlying land value, alternative use of the land and building)
  - assessment of potential service level changes before and after leasing
  - performance measures to monitor progress over time and methods to collect data.

**Assessment**

Staff will assess the application based on the depth, breadth and quality of information provided in the application. Additional assessment will be undertaken by the staff to consider factors such as land status, the open space provision in the local area and impact on current service provision.

**Decision-making**

Local boards will make the final decision based on staff recommendations. Results of various assessments will be presented in a summary table, supplemented by detailed tables of each assessment in the appendices.

**Investment**

Once approved by the local boards, staff will work with the applicants to form a lease agreement, based on performance measures stated in the applications.

**Monitoring**

Staff will conduct compulsory annual reviews to ensure performance measures are met over time. Utilisation data will be collected for both core activities and other uses (shared use, sub-leasing, hireage and commercial activities such as cafés and bars).
What does it look like in practice?

Scenario 3: Activation of a community house

A6: Auckland Council asset renewals

<table>
<thead>
<tr>
<th>Application</th>
<th>Applicants will need to show:</th>
</tr>
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<tbody>
<tr>
<td></td>
<td>• a needs assessment that demonstrates the facility is still needed to meet local demand.</td>
</tr>
<tr>
<td></td>
<td>• strategic alignment with:</td>
</tr>
<tr>
<td></td>
<td>- the investment outcomes and principles stated in this plan</td>
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<tr>
<td></td>
<td>- sport and recreation priorities set out in the local board plans.</td>
</tr>
<tr>
<td></td>
<td>• a cost and benefit analysis that demonstrates:</td>
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<td></td>
<td>- the project is value for money</td>
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<td></td>
<td>- analysis of public/private benefit</td>
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<tr>
<td></td>
<td>- the input, output, intermediate outcomes of the project, and links to the strategic outcomes the project aims to achieve</td>
</tr>
<tr>
<td></td>
<td>- performance measures to show the objectives have been met and the methods used to collect the data.</td>
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</tbody>
</table>

| Assessment  | Staff will assess the proposed renewal project against other renewal projects based on the results of the needs assessment, strategic alignment and CBAx. |

| Decision-making | Local boards will make the final decision based on staff recommendations. Results of various assessments will be presented in a summary table, supplemented by detailed tables of each assessment in the appendices. |

| Investment    | Once approved by local boards, staff will commence the renewal work. |

| Monitoring    | Performance of the renewed asset will be monitored over time with performance measures. Information about the input, output, and intermediate outcomes will be collected over time to demonstrate progress towards strategic outcomes. The information will also be used to improve the effectiveness of the investment and help Auckland Council to articulate the benefits of asset renewals to the public. |
How to invest?

**Question 7:** How to report and monitor outcomes?

Every sport investment in the future will adopt the outcome measurement tool throughout the investment cycle to monitor progress.

The outcome measurement tool is based on the cost benefit analysis model used in the previous assessment stage and an intervention logic model to link the specific investment to Auckland Council’s strategic outcomes it aims to achieve.

The outcome measurement tool will be used as the basis to set performance measures and reporting requirements for each investment. Over time, robust and consistent measurement of outcomes will allow us to measure and analyse the aggregate benefits of sport investment and its contribution to the Auckland Plan 2050 outcomes.

Such information will help us gain a better understanding of what has worked well and not so well to improve effectiveness of future investment. We will also be better at articulating the returns of our investments to our investors and ratepayers.

The change we’re making

The investment framework presented in this plan sets out the process for rigorous decision-making, monitoring and reporting.

Over time, we expect to see significant improvement in the quality of evidence and analysis used to inform investment decisions and improve sector and staff capability. This will enable a continuous feedback loop of refinement and improvement in investment to ensure delivery of better outcomes for Aucklanders.
A new investment approach

Auckland Council is taking a new investment approach to meet the sport needs of Aucklanders

Future Auckland Council investment will be guided by four principles:

1. Accountability
2. Equity
3. Financial sustainability
4. Outcome-focused

We will adopt a new investment framework to:

- Guide decision-making
- Prioritise investment projects
- Measure and monitor outcome delivery
- Refine investment decisions over time

Aucklanders will have:

- Improved access to quality and fit-for-purpose facilities and programmes for community sports

Sport participation levels will increase, with a focus on:

- Improving participation of low-participant communities
- Improving participation in emerging sport with high growth potential
- Maintaining levels in high-participation sports

Increased sport participation will lead to a range of benefits for individuals and community including:

- Increased physical activity, health, and wellbeing outcomes
- Improved educational outcomes and skills
- Increased economic development and creation of new jobs
- Improved social community benefit

The contributions to the Auckland Plan 2050:

- Belonging and participation
- Māori identity and wellbeing
- Homes and places
- Opportunities and prosperity

KPIs 1-3 (participation) — KPIs 5 & 6 (service delivery) — KPIs 7 & 8 (quality decisions) — Auckland Plan KPIs
3.2 Indicative implementation timeline

This plan will be a staged process that will be completed over the next three to five years.

An indicative implementation timeline is provided below.

- **Immediate adoption**
  
  Key parts of the plan will be implemented immediately, particularly:
  - the investment outcomes, investment principles and focus of investment set out in Section 2 will help to set investment priorities to guide every investment decision in sport
  - the investment framework set out in Section 3 will be used to assess every investment proposal, although the scale of the assessment should be adjusted to the scale of the investment and the risk profile.

- **Changes 2019-2021**

  The plan will create a number of changes that may affect community groups, sport organisations and Auckland Council. Further policy work and engagement will be undertaken to understand the full impact of the changes. These may include:
  - replacing community loans, rates remissions and postponements with grants
  - embedding new outcome measurement tools for different forms of sport investment
  - evaluating and refining processes and practice for loan guarantees, community leases and grants.

- **Plan refresh every three years**

  We will refresh the plan in late 2021 to ensure it is fit-for-purpose and assist quality investment decisions. A particular focus of the refresh will be to ensure the plan continues to respond to community needs using new performance data that is collected. The refresh will also determine whether additional revenue streams are necessary to fund future sport investments.

  After 2021, the plan will be refreshed every three years to coincide with the Long-term Plan processes and ensure alignment with the council’s strategic priorities.
Memorandum

To:  The Chair of the Youth Advisory Panel
     The Chair of the Seniors Advisory Panel
     The Chair of the Disability Advisory Panel
     The Chair of the Pacific Peoples Advisory Panel
     The Chair of the Rainbow Communities Panel
     The Chair of the Ethnic Peoples Advisory Panel

Subject: Consultation on Increasing Aucklanders’ Participation in Sport: Investment Plan 2019-2039

From: Nancy Chu - Principal Analyst, Parks and Recreation Policy

Purpose

1. To encourage engagement in the upcoming consultation on Auckland Council’s draft plan for sport investment - Increasing Aucklanders’ Participation in Sport: Investment Plan 2019-2039.

A new investment plan will help the council respond to the changing needs of the community

2. Auckland is experiencing rapid population growth and social change. Our diverse communities have different preferences and requirements for sport and recreation activities.

3. The draft Increasing Aucklanders’ Participation in Sport: Investment Plan 2019-2039 is the council’s response to these changes. It sets out a new approach to regional investment in sports facilities, programmes and services for Aucklanders over the next 20 years.

4. The plan will:
   - target communities of greatest need and address disparities
   - deliver a broad range of programmes, services and facilities that respond to the diverse needs of Auckland’s communities
   - address population growth and changing sport preferences through regular assessments of, and changes to, programmes, services and facilities.

5. The draft plan has three main sections:
   - Section one: ‘Why we invest’ explains the reasons for having an investment plan and the strategic context.
   - Section two: ‘What we invest in’ explains the outcomes sought from the council’s sports investment, the scope and focus of that investment and the principles that will guide future investment decisions.
   - Section three: ‘How we will work’ explains the investment framework that will be adopted to achieve the outcomes.

The views of communities have helped shaped the draft plan

6. The plan is based on consultation in 2016 with advisory panels, sports sector organisations, local boards and the public. Common themes that emerged from this consultation have been incorporated in the plan, in particular:
   - equity-based investment targeting communities and demographic groups with the greatest need
   - developing multi-sport hubs rather than single-sport facilities
   - ensuring return on investment
   - encouraging growing cultural sports
   - using outcomes such as health, wellbeing and sustainability as measures of success.
7. Page 6 of the attached draft plan provides the chronological timeline for developing the plan.

Achieving the desired outcomes requires putting people at the heart of our investment

8. The plan sets out a targeted, people-centric approach to increase sport participation in Auckland. Future sport investment will focus on meeting the needs of three distinct groups of people.

1. **People who already play sport:**
   There will be more fit-for-purpose facilities and programmes to keep them actively involved in sport.

2. **People who play a new sport (like futsal):**
   Currently there are limited opportunities to play, but in the future, there will be more fit-for-purpose facilities and programmes that cater to new and emerging sports.

3. **People who currently do not participate in sport**
   Auckland Council will create more opportunities and make it easier for them to take up sport.

9. A key step towards increasing sport participation rates in these targeted groups is through addressing disparities.

10. Decision-makers will use a set of principles to prioritise multiple investment projects. ‘Equity’ has the highest weighing to ensure all Aucklanders enjoy the same outcomes. The full list of principles includes:
   - **Equity** (40 per cent of assessment) – Sport investment should ensure equity of outcomes across the population regardless of age, gender, ethnicity, socio-economic status or where people live.
   - **Outcome-focused** (30 per cent) – There needs to be a clear line of sight between each investment and the outcomes it delivers.
   - **Financial sustainability** (30 per cent) – Investment decisions need to be financially sustainable for council and sports organisations.
   - **Accountability** (10 per cent) – Auckland Council has responsibility to act in the best interests of Auckland.
There will be changes to the way we currently invest in sport

11. The draft plan sets out four key shifts in our approach as illustrated in Figure 1 below.

Figure 1: Key shifts
Next steps

12. As part of the consultation process, staff would like to meet with advisory panels during March and April 2019. The indicative public consultation timeline is outlined in Table 1 below.

13. During the meetings, staff will invite the panels to formally indicate their support for the draft plan and provide feedback on a list of consultation questions (see Attachment).

14. To assist the implementation of the plan, staff will also seek information on particular community groups to understand their needs. The questions include:
   - what are the key barriers for participation for the community group you are representing?
   - what facilities/programmes do they need to increase participation?

15. Feedback from the advisory panels will be summarised, alongside other feedback received during the consultation, for consideration of the Environment and Community Committee in June 2019.

Table 1: Indicative dates for public consultation processes

<table>
<thead>
<tr>
<th>Deliverable</th>
<th>Milestone</th>
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<tbody>
<tr>
<td>Media release</td>
<td>18 March 2019</td>
</tr>
<tr>
<td>Workshops with local boards</td>
<td>February and March 2019</td>
</tr>
<tr>
<td>Workshops with advisory panels and sports sector</td>
<td>March and April 2019</td>
</tr>
<tr>
<td>Analysis of feedback and revise plan for final adoption</td>
<td>April and May 2019</td>
</tr>
<tr>
<td>ECC meeting seeking adoption of the final plan</td>
<td>11 June 2019</td>
</tr>
</tbody>
</table>

Attachment: Increasing Aucklanders’ Participation in Sport: Investment Plan 2019 - 2039
Purpose of the report

1. To update the Disability Advisory Panel on the plans for future community forums.

Executive summary

2. Members will discuss plans for future community forums in 2019.

Recommendation/s

That the Disability Advisory Panel:

a) note the discussion on future community forums.

Attachments

There are no attachments for this report.

Signatories

<table>
<thead>
<tr>
<th>Author</th>
<th>Michelle Judge - Governance Advisor</th>
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<tbody>
<tr>
<td>Authoriser</td>
<td>André Lubbe - Head of Employment Relations</td>
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</tbody>
</table>
Te take mō te pūrongo
Purpose of the report
1. To consider issues relating to the safety of disabled pedestrians in Auckland.

Whakarāpopototanga matua
Executive summary
2. Panel members will discuss issues relating to the safety of disabled pedestrians in Auckland. This includes e-scooters being used on footpaths and speed limits in the central city.
3. The discussion will be held with a view to asking an Auckland Transport representative to give a presentation at a future meeting of the Disability Advisory Panel.

Ngā tūtohunga
Recommendation/s
That the Disability Advisory Panel:

a) acknowledge that Auckland Council and Auckland Transport are exploring alternative modes of transport to move individuals quickly across short distances in Auckland, such as e-scooters.

b) acknowledge that Auckland Transport is taking steps to reduce speeds of traffic to improve safety for everyone on the roads.

c) recommend that Auckland Council and Auckland Transport will continue to work to maintain high standards of safety for all pedestrians on footpaths and road crossings, in particular those who are vulnerable and who may not see or hear e-scooters moving about or left lying down on footpaths.

Ngā tāpirihanga
Attachments
There are no attachments for this report.

Ngā kaihaina
Signatories

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2019 evaluation of Auckland Council's Demographic Advisory Panels

File No.: CP2019/02708

Te take mō te pūrongo
Purpose of the report
1. To inform demographic advisory panel members of an upcoming evaluation of the 2016-2019 demographic advisory panels.
2. To outline the feedback process from panel members on the evaluation scope.

Whakarāpopototanga matua
Executive summary
3. Auckland Council’s Research and Evaluation Unit (RIMU) is conducting an evaluation of the 2016-2019 demographic advisory panels. This is generally carried out towards the end of each term, and will inform recommendations and improvements to the way panels are run in the future.
4. RIMU staff will present to the Disability Advisory Panel on the scope and intent of the evaluation.
5. RIMU staff will seek feedback from panel members on the proposed evaluation, and will outline their plans to attend a workshop with the Disability Advisory Panel to discuss the evaluation prior to the project commencing.
6. Further details are outlined in Attachment A.

Ngā tūtohunga
Recommendation/s
That the Disability Advisory Panel:
a) receive the presentation from Research and Evaluation Unit staff on the upcoming evaluation of the 2016-2019 demographic advisory panels.

Ngā tāpirihanga
Attachments

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<thead>
<tr>
<th>No.</th>
<th>Title</th>
<th>Page</th>
</tr>
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<tbody>
<tr>
<td>A1</td>
<td>Memo - 2019 evaluation of Auckland Council’s Demographic Advisory Panels</td>
<td>65</td>
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Memorandum

To: Demographic Advisory Panel Members
CC: Carol Hayward, Principal Advisor Panels
Subject: 2019 evaluation of Auckland Council’s Demographic Advisory Panels
From: Dr Dina Dosmukhambetova and Dr Jesse Allpress
Research and Evaluation Unit (RIMU)

Purpose
1. To inform demographic advisory panel members of an upcoming evaluation of the 2016-2019 panels, and to indicate RIMU’s desire to seek feedback from panel members on the evaluation scope.

Summary
- RIMU has been asked to conduct an evaluation of the 2016-2019 demographic advisory panels. This is generally carried out towards the end of each term and will inform recommendations and improvements to the way panels are run in the future.
- This memorandum seeks to inform panel members of the scope and intent of the evaluation.
- The RIMU evaluation team welcomes feedback from panel members on the proposed evaluation, and will be attending a workshop with each panel to discuss the evaluation prior to the project commencing.

Context
2. Auckland Council’s Democracy Services department has asked RIMU to conduct a review of the 2016-2019 demographic panels, to inform their recommendations to the Mayor following the 2019 local elections.
3. The 2019 evaluation will build on the evaluation of the 2013-2016 demographic advisory panels conducted by Martin Jenkins in 2016.
4. This memorandum seeks to inform the demographic advisory panel members of the focus of the evaluation, its approximate timeframes and the way the RIMU team will seek to engage the panel members for the evaluation.

The purpose of the evaluation
5. Democracy Services has requested the evaluation focus on the following key evaluation questions:
   - What did and did not work well this term?
     i. How well have the changes to the panel model this term (as endorsed by the Governing Body on 10 November 2016) been implemented?
     ii. How well does the current model meet the expectations of Governing Body members, council staff and panel members?
   - How well have the panels, staff, elected members, and the communities the panels represent, engaged with and influenced one another?
   - What impacts have the panels had during the 2016-2019 term?
   - What improvements can be applied going forward?
i. In particular, are there improvements that could be made to the appointment and orientation programme for panel members and lead officers?

6. RIMU welcomes feedback from panel members on these evaluation questions.

How the evaluation will be conducted

7. This evaluation project will run between January and September 2019. Data collection from stakeholders, including panel members, is scheduled to take place in April-May 2019.

8. The research plan involves a mixed-method approach to answer the key evaluation questions; this will include a mixture of interviews, focus groups, and short surveys. It is envisioned that the panels will provide feedback through a focus group (one for each panel).

9. RIMU will conduct the evaluation in an open, independent and transparent manner, and intends the findings to contribute improving the effectiveness and impact of the demographic advisory panels.

10. The RIMU team will communicate the findings back to all panel members.

11. The full research proposal is available on request (please contact Carol Hayward).

Contact

If you have any questions or comments, please don’t hesitate to contact Jesse Allpress, Senior Social Researcher, RIMU, at jesse.allpress@aucklandcouncil.govt.nz or 022 161 0675, or Dina Dosmukhambetova, Senior Social Researcher, RIMU, at dina.dos@aucklandcouncil.govt.nz or 022 637 8072.
Panel members' update

File No.: CP2019/02715

Te take mō te pūrongo
Purpose of the report
1. To update the Disability Advisory Panel on members' activities.

Whakarāpopototanga matua
Executive summary
2. Disability Advisory Panel members will provide updates on their recent work and activities.

Ngā tūtohunga
Recommendation/s
That the Disability Advisory Panel:
   a) note the panel members' updates.

Ngā tāpirihanga
Attachments
There are no attachments for this report.

Ngā kaihaina
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