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

**Date:** Monday, 1 April 2019  
**Time:** 5.30pm  
**Meeting Room:** Council Chamber, Ground Floor, Auckland Town Hall  
**Venue:** 301-305 Queen Street, Auckland

**Ngā Hui a te Rōpū Kaitohutohu Take Hapori Iwi Takatāpui / Rainbow Communities Advisory Panel**

**OPEN AGENDA**

**MEMBERSHIP**

- **Co-Chair**  
  Julie Radford-Poupard
- **Co-Chair**  
  John Kingi
- **Members**  
  Moira Clunie  
  Mark Fisher  
  Dave Hati  
  Audrey Hutcheson  
  Bruce Kilmister  
  Lexie Matheson  
  Diana Rands  
  Julie Watson

- **Chief Liaison Councillor**  
  Dr Cathy Casey
- **Liaison Councillor**  
  Richard Hills

(Quorum 6 members)

**Duncan Glasgow**  
**Governance Advisor**

**27 March 2019**

Contact Telephone: 890 2656  
Email: duncan.glasgow@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.
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>Consideration of Additional Items</td>
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<td></td>
<td>Closing remarks/Closing Karakia</td>
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</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 Rainbow Communities Advisory Panel:

a) confirm the ordinary minutes of its meeting, held on Monday, 5 November 2018 as a true and correct record.

4 Additional Items

At the close of the agenda no additional items had been notified.
Members' update

File No.: CP2019/04303

Te take mō te pūrongo
Purpose of the report
1. To provide members of the Rainbow Communities Advisory Panel an opportunity to update the meeting with upcoming events and issues impacting rainbow communities.

Whakarāpopototanga matua
Executive summary
2. Rainbow Communities Advisory Panel members will discuss issues impacting rainbow communities and highlight upcoming events which are of interest.

Ngā tūtohunga
Recommendation
That the Rainbow Communities Advisory Panel:
a) receive the update about upcoming events and issues impacting rainbow communities.

Ngā tāpirihanga
Attachments
There are no attachments for this report.

Ngā kaihaina
Signatories

<table>
<thead>
<tr>
<th>Author</th>
<th>Duncan Glasgow – Governance Advisor</th>
</tr>
</thead>
<tbody>
<tr>
<td>Authoriser</td>
<td>James Hassall – Lead Officer Support</td>
</tr>
</tbody>
</table>
Consultation on increasing Aucklander's participation in sport investment plan

File No.: CP2019/04298

Te take mō te pūrongo
Purpose of the report
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.

Whakarāpopototanga matua
Executive summary
2. Staff from Community and Social Policy will be present to update the panel on the consultation for the council’s sport investment plan.
3. Representatives from various sporting groups have been invited to attend.

Ngā tūtohunga
Recommendation/s
That the Rainbow Communities Advisory Panel:

a) receive and thank Community and Social Policy staff on the consultation on Auckland Council’s draft plan for sport investment - Increasing Aucklanders’ Participation in Sport: Investment Plan 2019-2039.

b) provide feedback on the draft plan for sport investment - Increasing Aucklanders’ Participation in Sport: Investment Plan 2019-2039.

Ngā tāpirihanga
Attachments

<table>
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<tr>
<th>No.</th>
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<td>Increasing Aucklanders’ Participation in Sport; Investment Plan 2019-2039</td>
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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.

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>
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<tr>
<td>Workshops with local boards</td>
<td>February and March 2019</td>
</tr>
<tr>
<td>Workshops with advisory panels and sports sector</td>
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<td>April and May 2019</td>
</tr>
<tr>
<td>ECC meeting seeking adoption of the final plan</td>
<td>11 June 2019</td>
</tr>
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Attachment: Increasing Aucklanders’ Participation in Sport: Investment Plan 2019 - 2039
Consultation on *Increasing Aucklanders’ Participation in Sport: Investment Plan 2019-2039*

**Purpose**

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.*

**Discussion 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?

**Background**

1. Auckland is experiencing rapid population growth and social change. Our diverse communities have different preferences and requirements for sport and recreation activities.
2. 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.
3. 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**

4. The draft plan is based on research and feedback received from advisory panels, sports sector organisations, local boards and the public. Common themes emerged 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.
5. 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).
6. 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?
Next steps

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

15. 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).

16. 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?

17. 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.

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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.

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.

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

Sport is important to Aucklanders

73% of adults participate in sport and recreation each week.

More than 90% of young people participate in sport and recreation regularly.

71% of Aucklanders would like to play more sport.

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.

Not all Aucklanders have the same opportunities to access sport

- There is inequality 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.

What does it mean for Aucklanders?

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.

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.
The key shifts

Current challenges

- The demand for sport in Auckland is growing and changing, while the existing facilities are ageing
- Not all Aucklanders have the same access and opportunities for sport
- Auckland Council needs a more structured and strategic approach to invest in sport

TODAY

- Investment decisions seek to achieve multiple objectives
- Limited budget focused on mainly traditional sports and in response to demand rather than need
- Some investment decisions are isolated and reactive with gaps in information such as the cost, benefits and alternatives

TOMORROW

- Focus Auckland Council investment on community sport – where it can add the most value
- Long-term Plan budget for sport will increase. Future investment will take a people-centric approach to increase participation in:
  - Invest in a range of multi-functional facilities, services and programmes to break down barriers to participation

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 rates 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.

The plan has three main parts

1. **Section 1 “Why?”**
   - Why we invest explains the reasons for having an investment plan for sports and the strategic, legislative and budgetary context.

2. **Section 2 “What?”**
   - What will we invest in explains what we want to achieve from investment in community sport, the scope and focus of that investment and the investment principles that will guide future decisions.

3. **Section 3 “How?”**
   - How will we work explains the investment framework that will help us to achieve the outcomes set out in Section 2. The investment framework presents a robust approach to invest in outcomes. Decision-makers will consider a number of critical questions before making final decisions.

Glossary

**Sport**
A physical activity that is competitive, organised and involves the observation of rules and may involve either team or individual participation.

**Recreation**
General or informal physical activity (for example, walking, swimming or kayaking in the sea).

**Sport facility**
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).

**Community sport**
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.
### Chronological timeline for developing the plan

<table>
<thead>
<tr>
<th>2016</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
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<tbody>
<tr>
<td>Mar–May 2016</td>
<td>20 Jul 2016</td>
<td><strong>4 Apr 2017</strong></td>
<td><strong>Dec 2018</strong></td>
</tr>
<tr>
<td>Public consultation and stakeholder engagement through the Investors’ Forum, Auckland Council advisory panels, sector advisory groups and sport sector workshops.</td>
<td>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]</td>
<td>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]</td>
<td>Approval of the draft plan by the Environment and Community Committee.</td>
</tr>
<tr>
<td><strong>Mar–Apr 2016</strong></td>
<td><strong>8 Aug 2017</strong></td>
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<tr>
<td>Workshops with all 21 local boards.</td>
<td>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]</td>
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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 ‘Aucklanders 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.

**Physical activity, health and wellbeing**

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 $17.9 billion of health-related expenditure, $213 billion of lost human capital and $10 billion of other costs in 2010.

**Social and community benefits**

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.

**Education outcomes and skills development**

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.

**Economic development**

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 212,812 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.

---

**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.

Section 1 Why we invest
How does the plan relate to other Auckland Council documents?

- Auckland Plan
  - Auckland Sport and Recreation Strategic Action Plan
  - Parks and Open Spaces Strategic Action Plan
  - Toi Whistiki: 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 Tamaki Makaurau

- Local Board Plans
  - 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: what is the vision?
- what outcomes and benefits are we working towards?
- what will success look like?

Vision: what is the vision?

Outcomes: what specific outcomes do we want for different populations, sectors, places, activities?

Our role: what is our role in delivering them?

Priorities: what should Auckland Council invest in, and where, to deliver these outcomes?

Investment: what are the priorities, to address needs and gaps?

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

Options: how much will we invest in the outcomes?

Planning: how will we allocate:
  - capex (for assets)
  - opex (for everything else).

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

Auckland Council

Sports Investment Plan 2019 - 2039

Golf Facilities Investment Plan

Investors

Investors' Forum

Annual Plan

Long-term Plan
- Prioritise sports facilities investment with investment in other areas
- Embed the decision-making framework

Local board plans

Auckland's Sports Facilities Priorities Plan 2017-2027

Sports sector

Sports codes

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 Active Strategic Plan 2019-2020.
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 plan 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>70%</td>
<td>KPI1 (participation): Increase the number of adult Aucklander who are physically active weekly.</td>
<td>This is an outcome indicator that shows how sport participation changes across the Auckland region.</td>
<td>New Zealand Health Survey (Ministry of Health) – repeated annually.</td>
</tr>
<tr>
<td>The demand for sport in Auckland is growing and changing, while the existing facilities are ageing.</td>
<td>• supporting communities with low participation rates</td>
<td></td>
<td>KPI2 (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>
<td>Active NZ Survey (Sport NZ) – reported annually with data collected continuously.</td>
</tr>
<tr>
<td>40%</td>
<td>Prioritise investment to focus on increasing participation in community sport and provision of core infrastructure.</td>
<td></td>
<td>KPI3 (participation): Increase participation of community groups with the lowest participation rates:</td>
<td>This is an outcome indicator that shows how sport participation across different demographic groups changes across the Auckland region.</td>
<td>Active NZ Survey (Sport NZ) – reported annually with data collected continuously.</td>
</tr>
<tr>
<td>Not all Aucklanders have the same opportunities to play sport.</td>
<td></td>
<td></td>
<td>• people in high socio-economic deprivation areas, particularly Pacific Peoples</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Asian communities, particularly young women</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>• women generally</td>
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<tr>
<td>10%</td>
<td>Invest in a range of assets and services to cater for the needs of communities.</td>
<td>30%</td>
<td>KPI4 (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>
<td>Data from Auckland Council’s operations unit – data collected continuously and subject to periodic audits.</td>
</tr>
<tr>
<td>Auckland Council needs a more structured and strategic approach to invest in sport.</td>
<td>Make structured, evidence-based investment based on clear principles.</td>
<td></td>
<td>KPI5 (delivery): Increase the pace of renewing and upgrading ageing sports facilities.</td>
<td>This is an output indicator that shows how efficiently improve the quality of ageing facilities.</td>
<td>Data from Auckland Council’s operations unit – data collected continuously and subject to periodic audits.</td>
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<tr>
<td></td>
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<td></td>
<td>KPI6 (delivery): Improve the number of investment decisions guided by the investment framework.</td>
<td>This is an activity indicator that shows whether investment decisions are evidence-based.</td>
<td>Data from Auckland Council’s democracy services – data collected continuously and subject to periodic audits.</td>
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<td></td>
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<td></td>
<td>KPI7 (quality decisions): Approve investment projects that adopt the Cost and Benefit Model (CBM) to track realisation of community benefits over time.</td>
<td>This indicator tracks how successful an investment is in achieving good outcomes.</td>
<td>Data from Auckland Council’s operations unit – data collected continuously and subject to audits.</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 well-being (for example, Kōrahi)
     - sports played by growing ethnic populations (for example, Kabaddi).

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:

Emerging sports

High participation sports

Low participation communities

Key shift 1
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.

- We will provide a basic level of provision of fit-for-purpose sports facilities and programmes to support community sport.
- We will prioritise investment in core sport infrastructure and ancillary infrastructure required for safe and sanitary public access.

- We will not prioritise investment in sports facilities that are already funded or incidental infrastructure that delivers private benefits to small groups of users. Exceptions will be made if applicants can demonstrate increased sports participation or increased use of a core facility.

**Core infrastructure**

- Infrastructure that is central to sport participation.
- Example: Courts, fields, playing surfaces and lighting.

**Anticillary infrastructure**

- Infrastructure that enables safe and sanitary access for participants and spectators.
- Example: 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.
- Example: 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
### 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:

<table>
<thead>
<tr>
<th></th>
<th>Equity (40% of assessment)</th>
<th>Outcome-focused (30% of assessment)</th>
<th>Financial sustainability (20% of assessment)</th>
<th>Accountability (10% of assessment)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>2</td>
<td></td>
<td></td>
<td>Investment decisions need to be financially sustainable in the long run. This means being:</td>
<td></td>
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<tr>
<td>3</td>
<td></td>
<td></td>
<td>• <strong>financially viable</strong> - 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.</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td></td>
<td></td>
<td>• <strong>affordable for the public</strong> - the investment decisions need to consider public accessibility and long-term affordability.</td>
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</tbody>
</table>

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.

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.

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.

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

- Different age, gender and ethnic groups are interested in different sports.
- Children in large families need affordable options to participate in sports.
- People with disabilities need facilities and programmes that cater to their needs.

### Inequality across sports codes

- Fields sports such as rugby and league use Auckland Council sport fields for free.
- Indoor sports such as gymnastics and basketball pay a hireage fee to use Auckland Council courts.

### 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.
- 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.

### Examples

- **Different age, gender and ethnic groups:**
  - Examples: Children in large families, people with disabilities, people in high socio-economic deprivation groups.

- **Fields sports:**
  - Examples: gymnastics, basketball.

- **Inequality across geographical areas:**
  - Examples: growth areas, non-growth areas.
Section 3
How we will work
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:

<table>
<thead>
<tr>
<th>Whether to Invest</th>
<th>How to Invest</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. What are the community needs?</td>
<td>4. Is there a partnership opportunity?</td>
</tr>
<tr>
<td>2. Does it align with Auckland Council’s strategic priorities?</td>
<td>5. What investment mechanisms should be used?</td>
</tr>
<tr>
<td>3. Does it have Better Business Cases?</td>
<td>6. Who makes decisions?</td>
</tr>
<tr>
<td></td>
<td>7. How to report and monitor outcomes?</td>
</tr>
</tbody>
</table>

The next few pages explain, question by question, how the framework will work in practice.

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.
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 (gymnastics, 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.

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.

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.
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 affordable within available funding
  - a management case to show the investment will be achievable and can be successfully delivered.

---

**The change we’re making**

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:
- What is the strategic case? (a more detailed assessment of the strategic alignment conducted in Phase 1)
- Is the project value for money? (economic case)

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.

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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 a 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:

- 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

#### Application

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

#### Assessment

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

#### Decision-making

The Governing Body will make final decisions based on staff recommendations. Results of various assessments will be presented by staff 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 Sport and Recreation Investment Fund to the public and investors.
### 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.

<table>
<thead>
<tr>
<th>A3: Community access scheme</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Application</strong></td>
</tr>
<tr>
<td>Applicants will need to show:</td>
</tr>
<tr>
<td>- a needs assessment that demonstrates the scheme will meet a known or identified geographic gap in the provision of the Auckland Council recreation facilities.</td>
</tr>
<tr>
<td>- Strategic alignment with:</td>
</tr>
<tr>
<td>- the investment outcomes and principles stated in this plan</td>
</tr>
<tr>
<td>- other priorities set out in the scheme’s guidelines.</td>
</tr>
<tr>
<td>- A cost and benefit analysis that demonstrates:</td>
</tr>
<tr>
<td>- the project is value for money</td>
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<tr>
<td>- analysis of public/private benefits</td>
</tr>
<tr>
<td>- the input, output, intermediate outcomes of the project, and links to the strategic outcomes the project aims to achieve</td>
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<tr>
<td>- performance measures to show the objectives have been met and methods to collect data.</td>
</tr>
<tr>
<td><strong>Assessment</strong></td>
</tr>
<tr>
<td>Staff will assess the application based on the depth, breadth and quality of information provided in the applications.</td>
</tr>
<tr>
<td><strong>Decision-making</strong></td>
</tr>
<tr>
<td>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.</td>
</tr>
<tr>
<td><strong>Investment</strong></td>
</tr>
<tr>
<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><strong>Monitoring</strong></td>
</tr>
<tr>
<td>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.</td>
</tr>
</tbody>
</table>

Section 3 How we will work
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

What does it look like in practice?

### A4: Community Grants

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

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

<table>
<thead>
<tr>
<th>Decision-making</th>
</tr>
</thead>
<tbody>
<tr>
<td>Local boards 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>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Investment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Funding will be provided to community groups once their applications are approved by the local board.</td>
</tr>
<tr>
<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>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Monitoring</th>
</tr>
</thead>
<tbody>
<tr>
<td>Staff will conduct regular reviews of the accountability forms 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 community grants.</td>
</tr>
</tbody>
</table>
What does it look like in practice?

Scenario 3: Activation of a community house

A5: Community leases

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

| Assessment | Staff will assess the application based on the depth, breath and quality of information provided in the applications. |
|            | 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, hire 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>
</thead>
<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>
</tr>
<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>
</tr>
<tr>
<td></td>
<td>- the project is value for money</td>
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<tr>
<td></td>
<td>- analysis of public/private benefit</td>
</tr>
<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>
</tr>
</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.

Section 3 How we will work

Investing in sport
- Quality inputs
- Informed decisions
- Investing in sport projects
- Evaluation of KPIs

Delivering outcomes
- Evaluation of outcomes

Achieving outcomes

Continuous refinement and improvement

Richer data, better analysis, sector and staff capability development
A new investment approach

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

Section 3 How we will work

Primary outcomes → Secondary outcomes → Auckland Plan outcomes

Future Auckland Council investment will be guided by four principles:

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

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

We will adopt a new investment framework to:

- 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:

- Auckland Plan 2050:
  - 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 7 & 8 (quality decisions) → KPIs 5 & 6 (service delivery) → KPIs 1-3 (participation) → 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, sports 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.
Love Life Fono
File No.: CP2019/04305

Te take mō te pūrongo
Purpose of the report
1. To update the panel on Love Life Fono which is an initiative of the New Zealand AIDS Foundation (NZAF) aimed at strengthening leadership within New Zealand based Pacific communities to promote safe sex.

Whakarāpopototanga matua
Executive summary
2. Tim Swann – Treasurer will attend the meeting and update the panel.

Ngā tūtohunga
Recommendation
That the Rainbow Communities Advisory Panel:
  a) receive and thank Tim Swann, Treasurer of Love Life Fono, for the update.

Ngā tāpirihanga
Attachments
There are no attachments for this report.

Ngā kaihaina
Signatories
<table>
<thead>
<tr>
<th>Author</th>
<th>Duncan Glasgow – Governance Advisor</th>
</tr>
</thead>
<tbody>
<tr>
<td>Authoriser</td>
<td>James Hassall – Lead Officer Support</td>
</tr>
</tbody>
</table>
Liaison Councillor's Update

File No.: CP2019/04299

Te take mō te pūrongo
Purpose of the report
1. To provide the Liaison Councillor for the Rainbow Communities Advisory Panel an opportunity to update the meeting on regional issues of significance

Whakarāpopototanga matua
Executive summary
2. Cr Richard Hills will provide a brief update on regional issues of significance and highlight any issues affecting rainbow communities

Ngā tūtohunga
Recommendation
That the Rainbow Communities Advisory Panel:

a) receive the update from Cr Hills on regional issues of significance.

Ngā tāpirihanga
Attachments
There are no attachments for this report.

Ngā kaihaina
Signatories

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</tr>
</tbody>
</table>
2019 Work Programme

File No.: CP2019/04306

Te take mō te pūrongo
Purpose of the report
1. To provide members of the Rainbow Communities Advisory Panel an opportunity to discuss the 2019 Work Programme.

Whakarāpopototanga matua
Executive summary
2. Rainbow Communities Advisory Panel members will discuss:
   a) Homelessness
   b) Pride – NZ Police
   c) Community Development and Safety Committee meeting
   d) Elections / Integrated panel sessions
   e) Takataapui Hui
   f) Gender neutral bathrooms – policy
   g) Data

Ngā tūtohunga
Recommendation
That the Rainbow Communities Advisory Panel:
   a) receive the updated work programme.

Ngā tāpirihanga
Attachments
There are no attachments for this report.

Ngā kaihaina
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