

Increasing Aucklanders' Participation in Sport

Investment Plan 2019 – 2039



July 2019

Introduction

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: Investment Plan 2019-2039 reflects a desire to increase the number of Aucklanders who participate in and benefit from sport. Aucklanders: more active, more often.

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

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

The Plan 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.

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 sport they play are all factors driving different kinds of demand on a network of ageing, 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 sport facilities, programmes and services for all Aucklanders to enjoy.

Policy objectives

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

- ensure that all Aucklanders participate in sport, by targeting communities of greatest need and addressing disparities
- deliver a broader range of programmes, services and facilities that better respond to the diverse needs of Auckland's communities
- address growth and changing community needs through regular assessments of, and changes to, programmes, services and facilities to maximise participation.



Increasing Aucklanders' Participation in Sport: 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.

Young Adults

COMPETITIVE SPORTS OR ACTIVITIES ONLY

1%

BOTH

31%

NON-COMPETITIVE SPORTS OR ACTIVITIES

63%

NON-PARTICIPANT

5%

Adults

COMPETITIVE SPORTS OR ACTIVITIES ONLY

2%

BOTH

10%

NON-COMPETITIVE SPORTS OR ACTIVITIES

61%

NON-PARTICIPANT

27%

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

Not all Aucklanders have the same opportunities to access sport

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

The new investment plan for sport

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

We want to increase participation in community sport...

Our goal is to make Aucklanders 'more active, more often.'

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

We have set aside **\$120 million** in the Long-term Plan to fund regional and sub-regional sport 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:

- equity
- outcome-focused
- financial sustainability
- accountability

Investment framework

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

What does it mean for Aucklanders?

Sport investment will target three different groups of people:

1 "I do not currently participate in sport."

Auckland Council will create more opportunities and make it easier for me to take up sport.



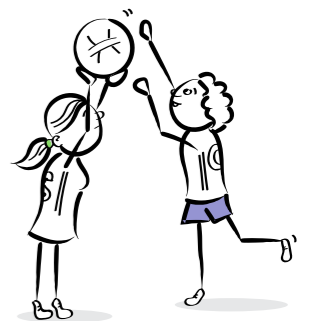
2 "I play a new sport." (like futsal)

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 already play sport."

There will be more fit-for-purpose facilities and programmes to keep me actively involved in sport.



Collaboration and partnerships to deliver the best outcomes for Aucklanders

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

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

The key shifts

Current challenges

TODAY

TOMORROW

This means...



The demand for sport in Auckland is growing and changing, while the existing facilities are ageing

Investment decisions seek to achieve multiple objectives



Key shift 1

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



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:

- those who are currently inactive or have a low participation rates e.g. Pacific and Asian communities.

- participants in emerging sports

- participants in high-participation sports



Not all Aucklanders have the same access and opportunities for sport

Limited budget focused on mainly traditional sports and in response to 'want' rather than 'need'



Key shift 2

Long-term Plan budget for sport will increase. Future investment will take a people-centric approach to increase participation in:



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 focus 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: equity, outcome-focused, financial sustainability and accountability.



Auckland Council needs a more structured and strategic approach to invest in sport

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



Key shift 4

Make structured, strategic investment decisions based on evidence to improve efficiency, effectiveness and outcomes



About this document

The plan has three main parts

1 Section 1 'Why?'

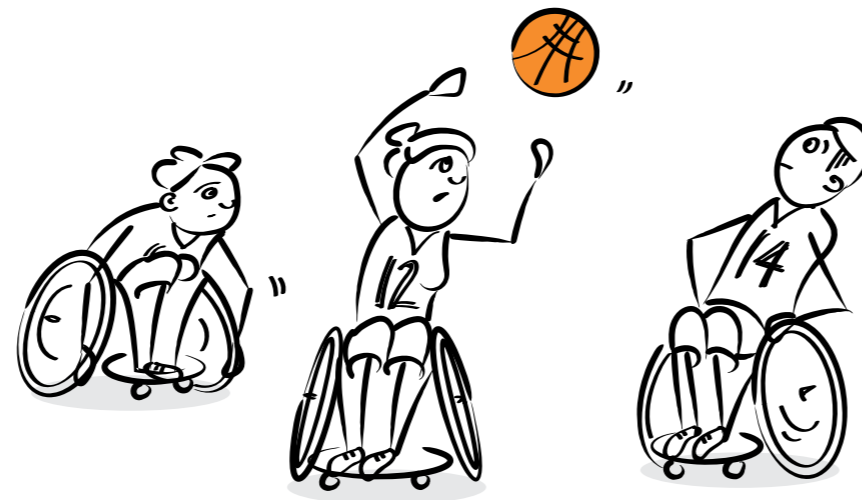
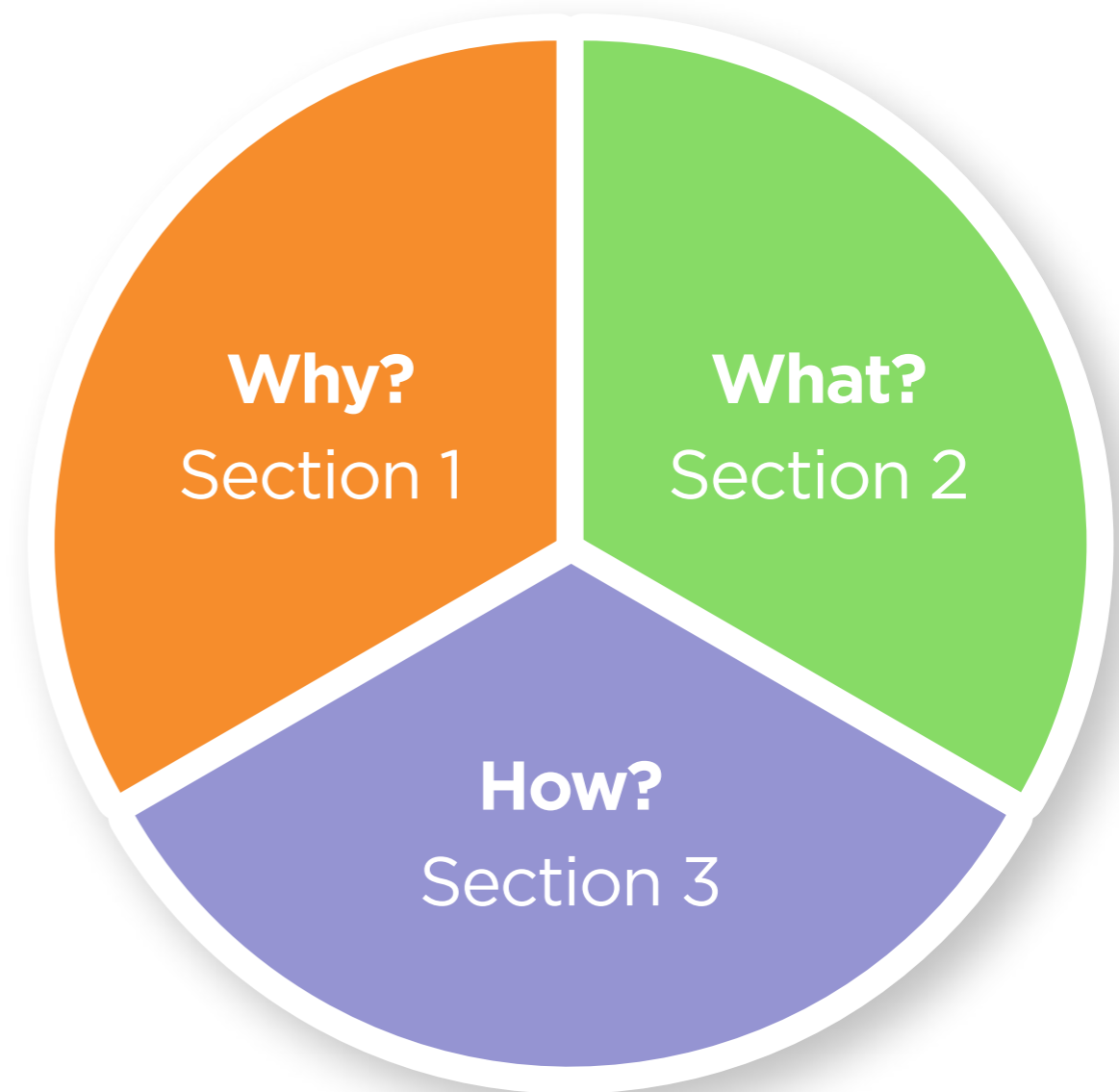
Why we invest explains the reasons for having an investment plan for sport and the strategic, legislative and budgetary context.

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.



Definition

Sport

Physical activity that is competitive, organised and involves the observation of rules. It may be participated in either individually or as a team

Active Recreation

Physical activity that is informal and done for wellbeing, health and/or enjoyment. It may be participated in either individually or with a group.

Community Sport

Community sport includes training and competitive sport by school-aged, young people and adults in clubs, local and regional games. It excludes active recreation activities or elite (international) competition. More explanation of community sport is provided on page 18.

Sport Facility

Infrastructure which enables participation in sport and active recreation.

Sport Participation

Sport participation measures not only the number and type (age, gender, ethnicity, socio-economic background, locations, physical abilities) of people who play sport, but also the intensity and frequency of activity.

Section 1

Why we invest



The plan will guide Auckland Council's sport investment over the next 20 years to respond to the changing needs of Aucklanders and deliver Auckland Plan outcomes.



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,

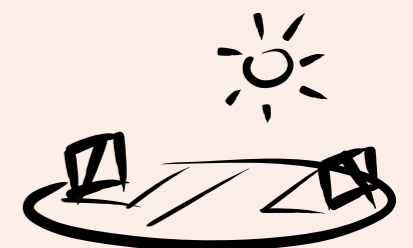
sports and recreation to quality of life.' It is also relevant to achieving:

- 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:

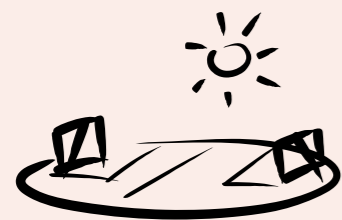
- 'Māori identity and wellbeing' - by helping to advance Māori wellbeing
- 'home and places' - by providing public spaces that are inclusive, accessible and contribute to urban living
- 'opportunity and prosperity' - by providing employment and business opportunities.

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

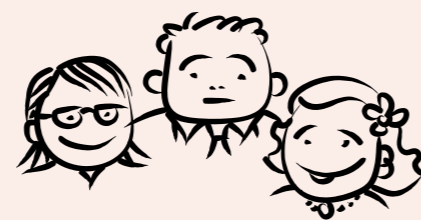
There is overwhelming evidence showing participation in sport leads to a wide range of benefits for individuals and the community. Our future sport investment will consider the extent of increase in participation and the impact of that increase in terms of health, education, social and economic benefits. 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 costs Auckland \$179 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 212,182 volunteers.

International events, such as the World Masters Games 2017, contributed approximately \$37 million to Auckland's GDP. Such events provide an opportunity to reinforce and enhance Auckland's brand image as an attractive destination to visit and live.

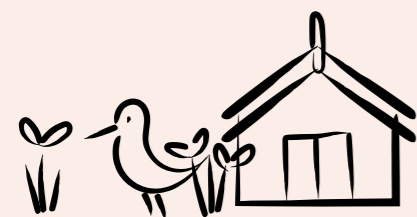
Investment in Sport and Te Ao Māori

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.

Sport contributes to Māori wellbeing by providing spaces to connect, socialise, learn, participate in and celebrate Māori identity and culture. We will seek partnership opportunities with Māori that:

- Recognise Māori rights of independence, autonomy and self-determination.
- Take account of the needs and interests of Māori partners, and ensure our needs and interests are clear to Māori looking to partner with us.
- Respect te ao Māori and tikanga Māori including:
 - Accommodating Māori decision-making structures and processes
 - Acknowledge that the needs of iwi, hapū and whānau must take precedence on marae.



Delivering Māori outcomes through sport

Supporting Māori values / directions



- **Whanaungatanga** / Develop vibrant communities
- **Rangatiratanga** / Enhance leadership and participation
- **Manaakitanga** / Improve quality of life
- **Wairuatanga** / Promote distinctive identity
- **Kaitiakitanga** / Ensure sustainable futures

– *The Māori Plan for Tāmaki Makaurau*

Promoting Māori identity and wellbeing



- Advance Māori **wellbeing**
- Promote Māori **success, innovation and enterprise**
- Recognise and provide for **Tiriti o Waitangi** outcomes
- Showcase Auckland's Māori **identity** and vibrant Māori **culture**

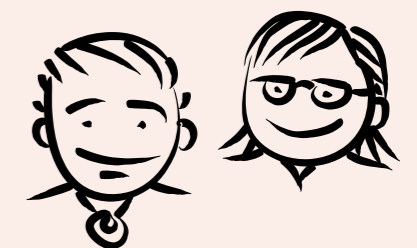
“Kaupapa Māori and Māori-led organisations... continue to be critical to the delivery of appropriate and effective services for Māori... Actively partnering with others is a key mechanism for Auckland Council to support Māori identity and wellbeing.” – *The Auckland Plan*

Māori outcomes through sport and recreation



- **Health and wellbeing** for Māori
- Value **te ao Māori**

“We will acknowledge the special role of Māori and build lasting reciprocal relationships and improve physical activity outcomes for Māori... This will be achieved through working in partnership with iwi and appropriate organisations.” – *Auckland Sport and Recreation Strategic Action Plan*



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.

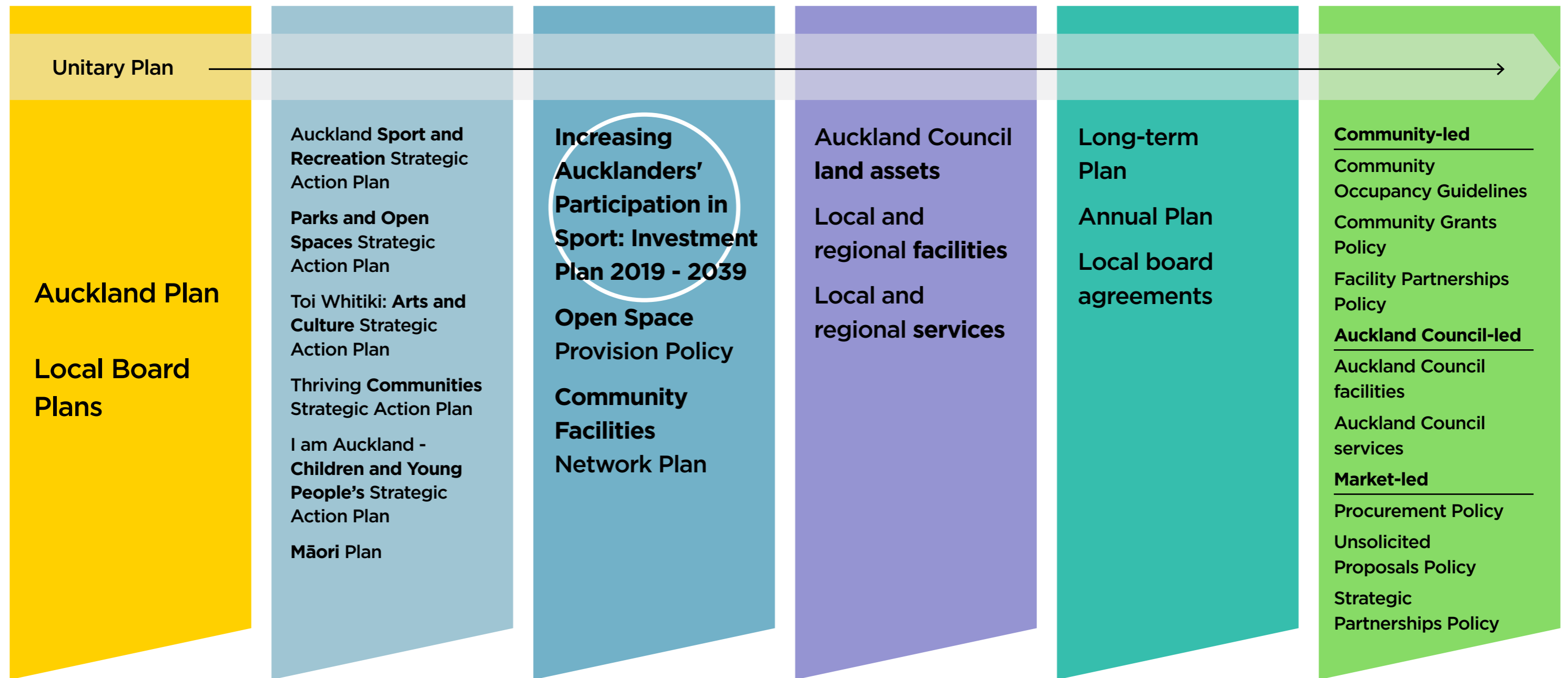
In the budgetary context, this plan will guide the council's investment decisions in sport and inform the budgetary processes particularly:

- on the indicative figures and timing for sport projects during the 10-year budget process (the long-term plan process)
- to assist and prioritise sport 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 sport projects in local board agreements and in the council's services and infrastructure plans.

Other complementary processes and documents include:



How does the plan relate to other Auckland Council documents?



Outcomes → Our role → Priorities → Delivery → Budget → Mechanism →

Vision:

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

Outcomes:

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

Investment:

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

Options:

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

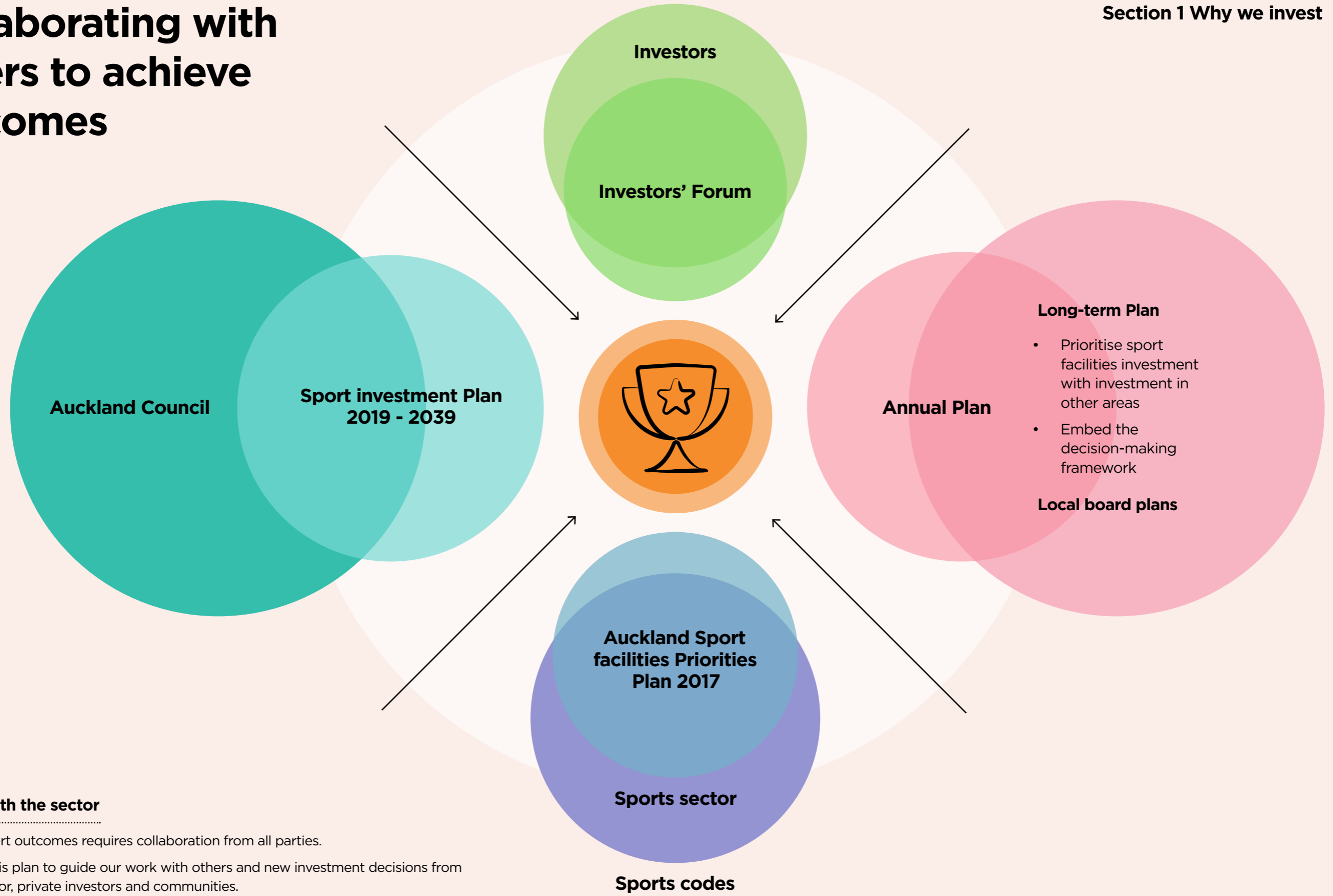
Planning:

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

Enabling:

- how will we enable the community and the market to deliver the outcomes, alongside direct Auckland Council provision?

Collaborating with others to achieve outcomes



Working with the sector

Achieving sport outcomes requires collaboration from all parties.

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

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

1.2 Why now?

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

Challenges

Rapid population growth



Auckland's population is growing by 1.5 percent annually. It is expected to increase by one million in the next 30 years.

Changing community needs



The makeup of Auckland will be different in the future, including:

- more older people and 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



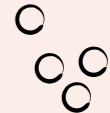
Not all Aucklanders enjoy the same access to sport. There is a direct relationship between access and participation. To achieve our goal of increased participation we need to target low participation areas or population groups and improve access to sport.

Ageing facilities



Auckland Council has a vast network of sport facilities including over 250 sports parks and indoor courts in varying states of 'fitness'.

Unstructured investment



Investment in sport 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 sport facilities.

Sport facilities and programmes need to adapt

The changing demographic profile means some existing facilities and programmes may no longer meet the needs of communities.

There are new sports, new ways of participating and less club-based activity.

There is significant financial pressure to bridge the gap

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

Maintenance costs are increasing

The cost of maintaining and renewing current facilities will increase as they age.



Lack of focus on outcomes

Investments aren't targeting the highest need.



How will we invest and how do we know the plan is working?

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

Problem	Key Shift	Benefit	KPIs	Rationale	Data source
<p>50%</p> <p>The demand for sport in Auckland is growing and changing, while the existing facilities are ageing.</p>	<p>Key shift 2</p> <p>Prioritise investment to focus on increasing participation in community sport and provision of core infrastructure.</p>	<p>70%</p> <p>Increase Aucklanders’ participation in sport by adopting an evidence-based and outcome-focused approach to sports investment.</p> 	<p>KPI 1 (participation): Increase the number of adult Aucklanders who are physically active weekly.</p>	An outcome indicator that shows how sport participation changes across the Auckland region.	New Zealand Health Survey (Ministry of Health) – repeated annually.
	<p>Key shift 1</p> <p>Undertake a people-centric approach with a particular focus on:</p> <ul style="list-style-type: none"> enabling communities with low participation rates increasing participation in emerging sports sustaining or increasing popular sports with high participation rates. 		<p>KPI 2 (participation): Increase the proportion of children between 5 and 18 years of age who participate in three hours or more of organised sport and recreation each week.</p>	An outcome indicator that shows how sport participation of young people changes across the Auckland region.	Aktive NZ Survey (Sport NZ) – reported annually with data collected continuously.
<p>40%</p> <p>Not all Aucklanders have the same opportunities to play sport.</p>			<p>KPI 3 (participation): Increase participation of community groups:</p> <ul style="list-style-type: none"> people in high socio-economic deprivation areas, particularly Pacific Peoples Asian communities, particularly young women women generally. 	An outcome indicator that shows how sport participation across different demographic groups changes across the Auckland region.	Aktive NZ Survey (Sport NZ) – reported annually with data collected continuously.
	<p>Key shift 3</p> <p>Invest in a range of assets and services to cater for the needs of communities.</p>	<p>30%</p> <p>Improve value for money and efficiency by adopting an investment framework to guide decision-making.</p> 	<p>KPI 4 (participation): Increase Māori participation overall.</p> <ul style="list-style-type: none"> Increase numbers and hours of school children participating in organised sport and recreation each week. 	An outcome indicator that shows how Māori sport participation changes across the Auckland region.	New Zealand Health Survey and Aktive NZ Survey.
<p>10%</p> <p>Auckland Council needs a more structured and strategic approach to invest in sport.</p>	<p>Key shift 4</p> <p>Make structured, evidence-based investment based on clear principles.</p>		<p>KPI 5 (delivery): Increase services and the number of sport facilities delivered in geographic areas with an identified supply shortage.</p>	An output indicator that shows how Auckland Council addresses community needs in areas with the greatest need.	Data from Auckland Council’s operations unit – data collected continuously and subject to periodic audits.
			<p>KPI 6 (delivery): Increase the pace of renewing and upgrading ageing sport facilities.</p>	An output indicator that shows how quickly Auckland Council improves ageing facilities.	Data from Auckland Council’s operations unit – data collected continuously and subject to periodic audits.
			<p>KPI 7 (quality decisions): Improve the number of investment decisions guided by the investment framework.</p>	An activity indicator that shows whether investment decisions are evidence-based.	Data from Auckland Council’s democracy services – data collected continuously and subject to periodic audits.
			<p>KPI 8 (quality decisions): Approve investment projects that adopt the Cost and Benefit Model (CBAX) to track realisation of community benefits over time.</p>	An activity indicator that tracks how successful an investment is in achieving good outcomes.	Data from Auckland Council’s operations unit – data collected continuously and subject to audits.

A list of key performance indicators (KPIs) will be used to track progress of the plan over time. The KPIs were selected using five criteria - specific, measurable, achievable, relevant and timely.

Section 2

What we invest in



We will increase participation in community sport by investing in fit-for-purpose services, programmes and facilities, and focus on core infrastructure.

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



2.1 What are the outcomes we seek from sport investment?

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

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

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

We will target participation in three areas:

1

Enabling participation of low-participant communities.

Investment in this area will increase the number of active people by targeting sedentary population groups and/or communities with low participation rates.

These people need more support as they have higher health risks. Improved health and social benefits from increased participation of these community groups is much greater than for people who are already active.

2

Increasing participation in emerging sports with high growth potential.

Investment in sports that are likely to grow rapidly will help meet the needs of future communities. In particular, it could mean providing support for:

- traditional Māori sports which have potential to increase participation and wellbeing (for example, ki o rahi)
- 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 increase in the number of participants is large.

What is happening now?

Current investment in sport 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.

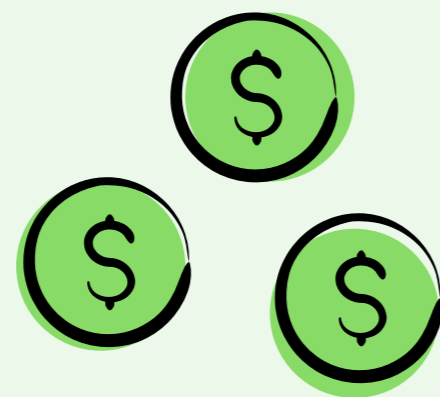


The change we're making

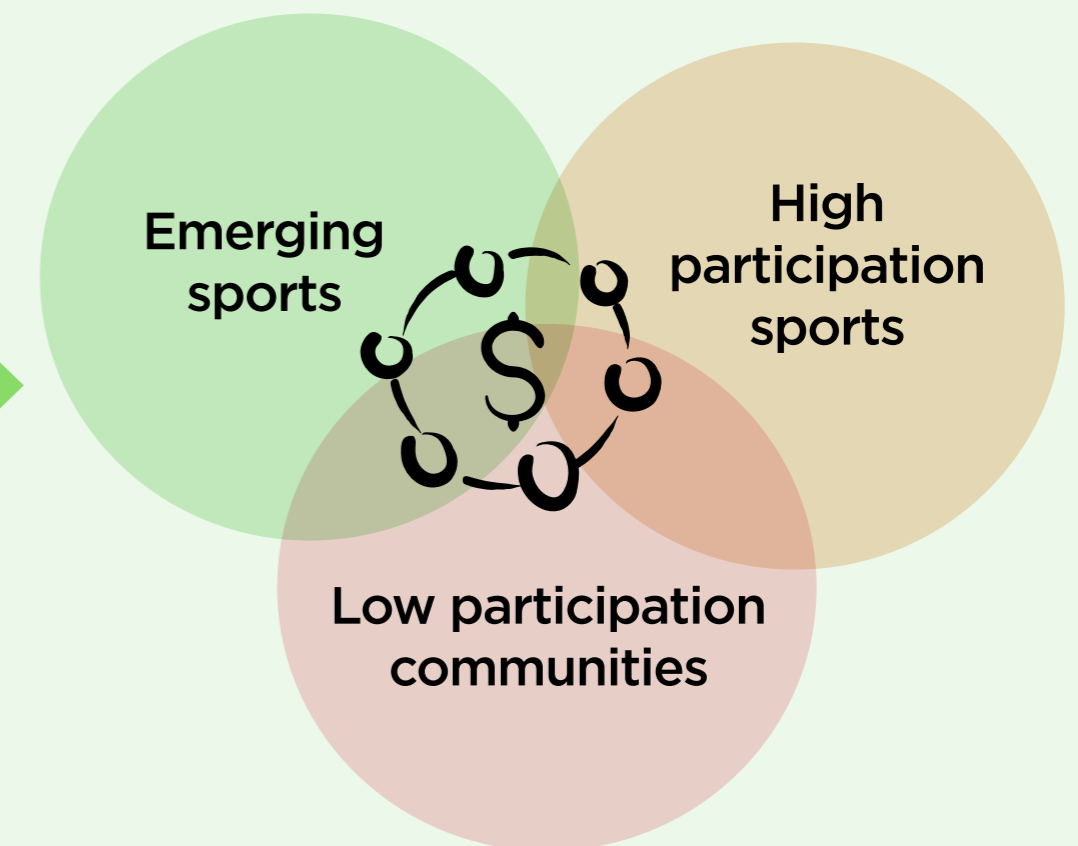
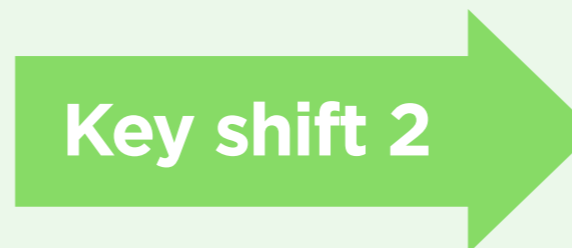
Council investment will move away from a geographic or code-specific approach to a single focus on sport participation with three target areas.

This focus will manage Auckland Council's finite resources and better respond to community needs. It will provide certainty and send a clear signal to the sector about the council's intentions over the long term. The decision to focus on participation outcomes was made by the Parks, Sports and Recreation Committee on 20 July 2016.

TODAY
Limited budget focused on mainly traditional sports and in response to 'want' rather than 'need'.



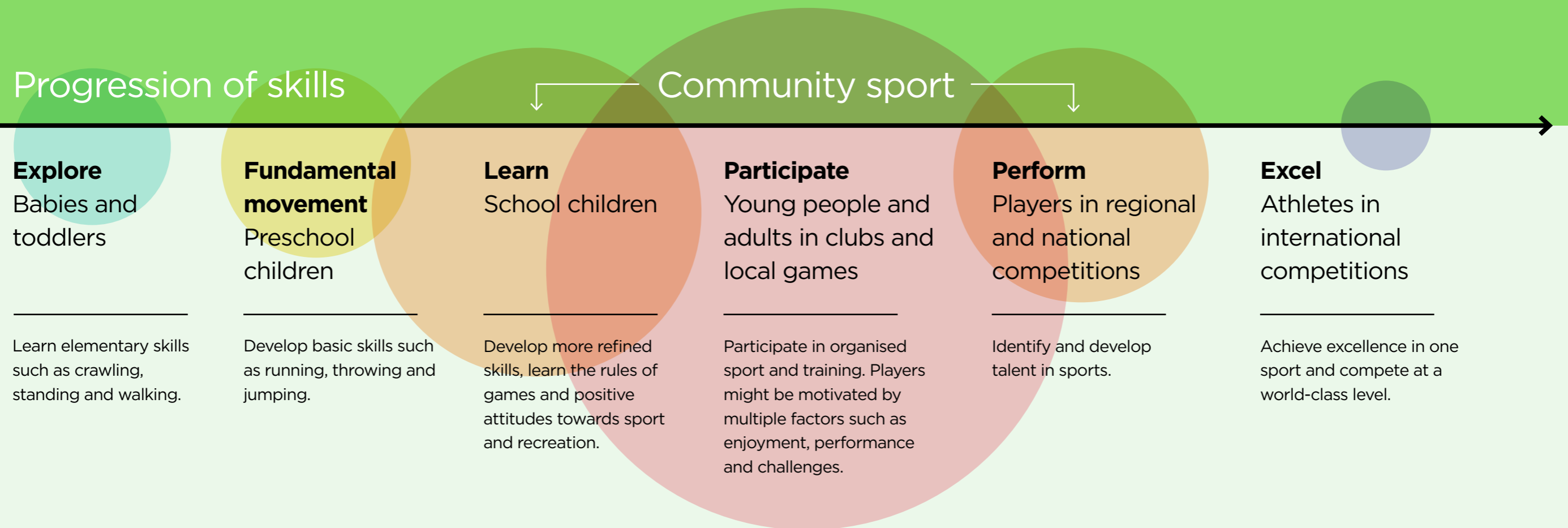
TOMORROW
Future investment will take a people-centric approach to increase participation:



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.



-  We will provide a basic level of provision of fit-for-purpose sport 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.

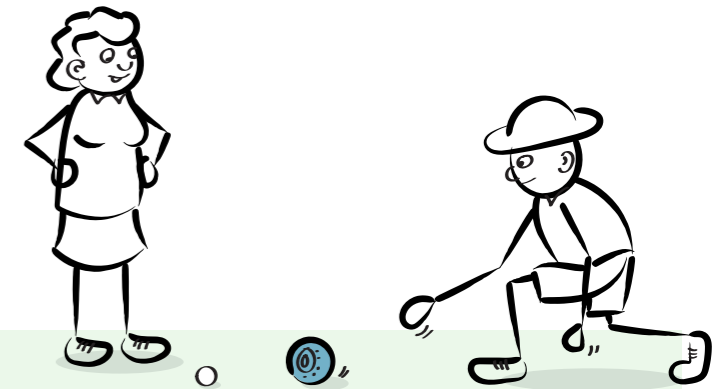
-  We will not prioritise investment in sport facilities that are already funded or incidental infrastructure that delivers private benefits to small groups of users. Exceptions will be made if applicants can demonstrate increased sport participation or increased use of a core facility.

	Purpose	Example
 Core infrastructure	Infrastructure that is central to sport participation.	Courts, fields, playing surfaces and lighting.
 Ancillary infrastructure	Infrastructure that enables safe and sanitary access for participants and spectators.	Toilets, changing rooms, equipment storage and car-parking.
 Incidental infrastructure	Infrastructure that is not required for sport participation but exists for social and management purposes.	Clubrooms and administration facilities.

What is happening now?

Auckland Council currently invests in a combination of local, regional and high performance sport 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.



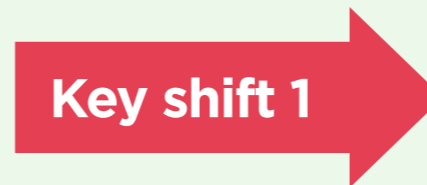
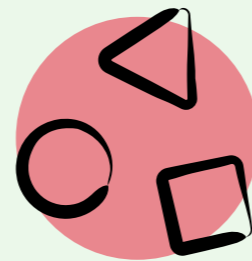
The change we're making

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

Investment decisions to seek multiple objectives



TOMORROW

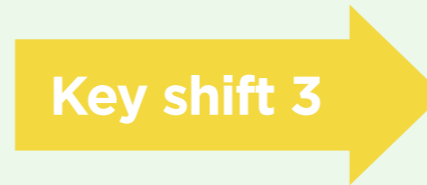
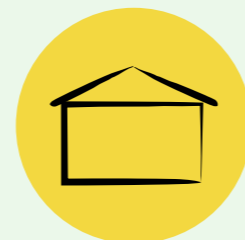
Focus Auckland Council investment on community sport – where it can add the most value



Setting the scope and focus does not mean exclusion of investment in certain types of sport 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



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Invest in a range of multi-functional facilities, services and programmes to break down barriers to participation



2.4 What are our investment principles?

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

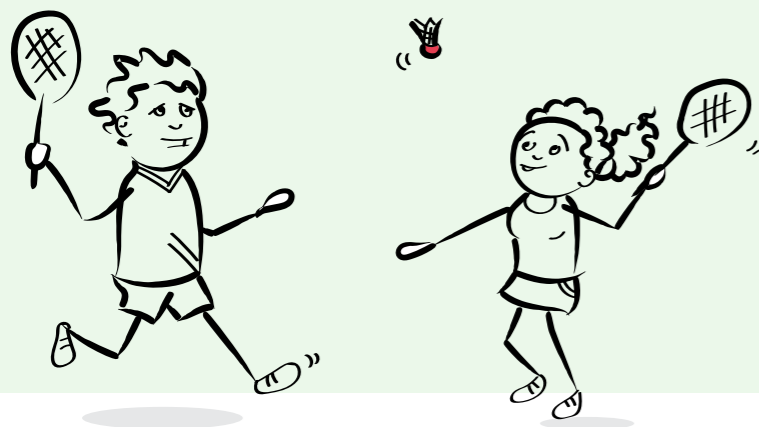
1

Equity
(40% of assessment)



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

This is the most important investment principle as it addresses disparities and targets communities of greatest need. Investment in groups with the lowest access to sports opportunities will be prioritised.



2

Outcome-focused
(30% of assessment)



There needs to be a clear 'line of sight' between each investment and the outcomes. This will ensure each investment achieves maximum benefit for the communities it serves. Each investment needs to have:

- **strategic alignment** – a clear understanding of how each investment contributes to outcomes set out in this plan, the Auckland Sport and Recreation Strategic Action Plan and local board plans
- **robust outcome measurement process** – ensuring there is an established monitoring and reporting process in place to demonstrate performance against clearly defined goals.

3

Financial sustainability
(20% of assessment)



Investment decisions need to be financially sustainable in the long run. This means being:

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

4

Accountability
(10% of assessment)

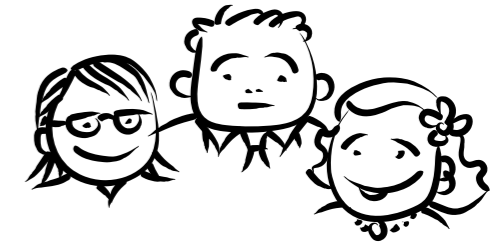


Auckland Council has responsibility to act in the best interest of Aucklanders. Sport investment should be:

- **efficient and effective** – every public dollar invested should represent value for money and deliver the greatest return
- **transparent and consistent** – investment decisions should be 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 sport 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.

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. The next two pages provide 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

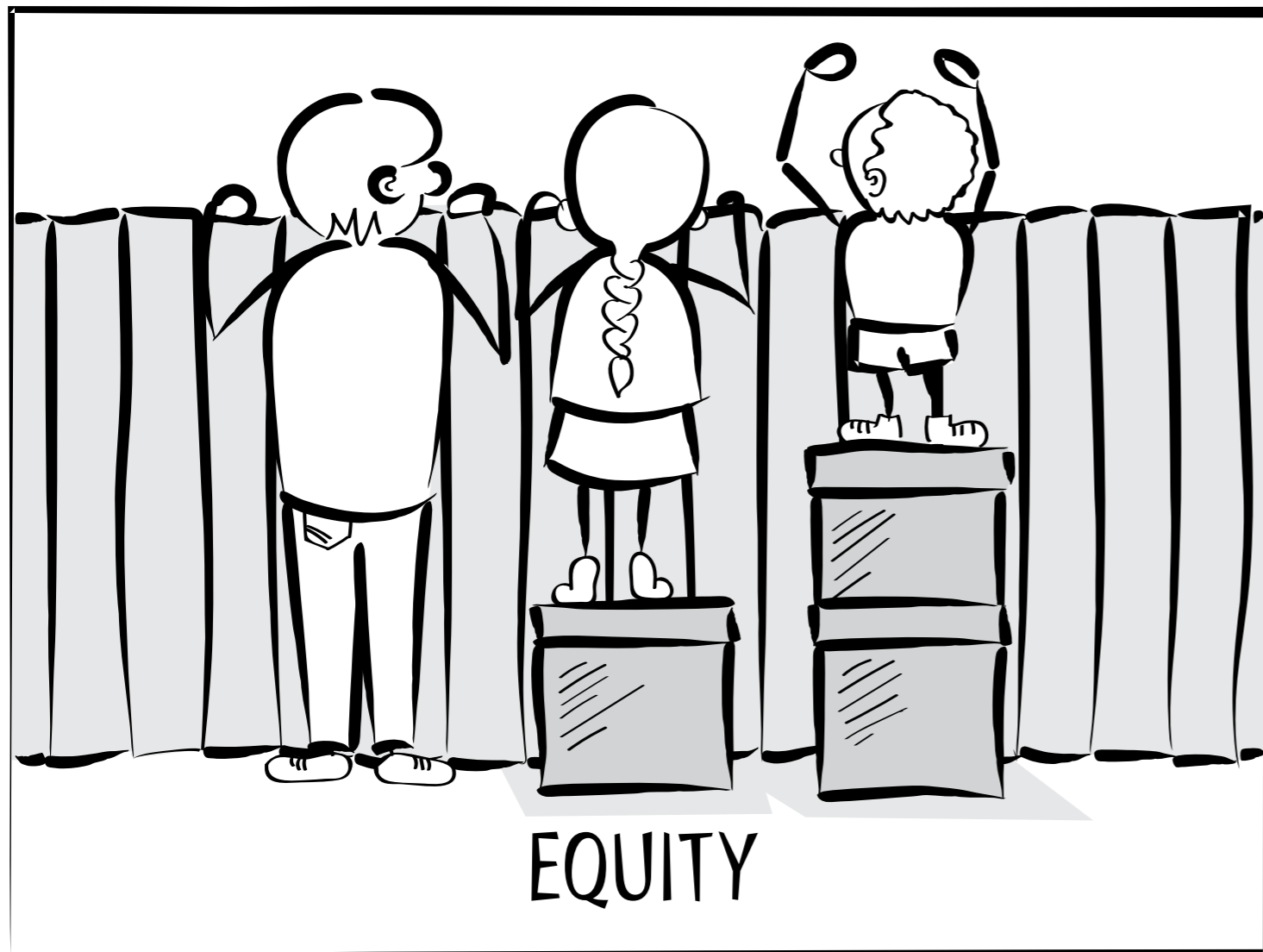
Equity is ensuring every Aucklanders has the same access by targeting sporting opportunities to meet people's needs.

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

Achieving equity in people's access to sport

Auckland is home to a diverse range of people with different sport needs. In the future we will provide targeted support to different groups to achieve equity of outcomes.

Examples



Different age, gender and ethnic groups are interested in different sports.

Children in large families need affordable options to participate in sports.

People with varying abilities need facilities and programmes that cater to their needs.

People in high socio-economic deprivation groups may need additional support to participate.

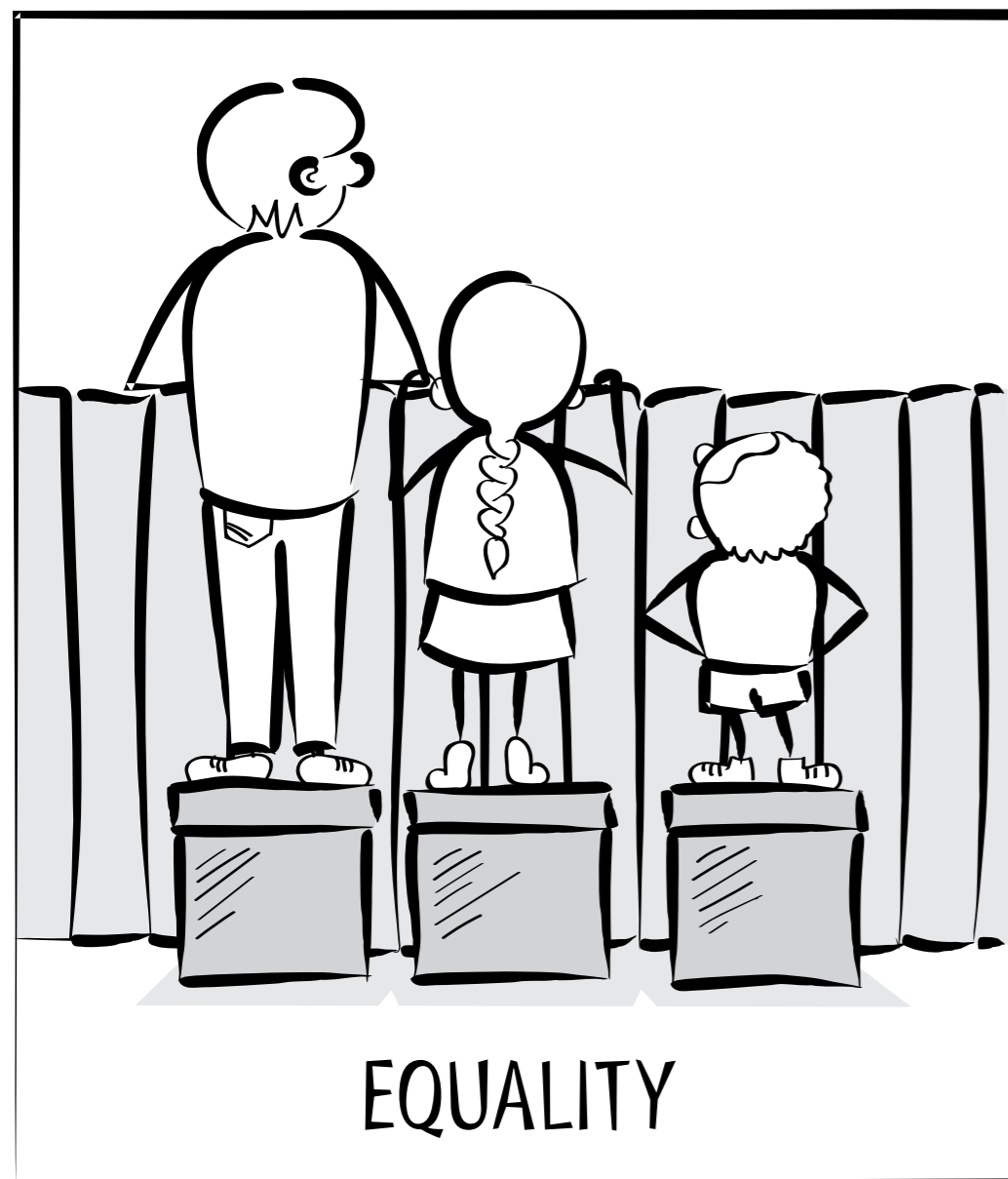
Equality is treating everyone the same

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

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

There are differences in the level of support Auckland Council provides to different sports codes or to different geographic areas, partly due to different historical arrangements made by legacy councils. Future investment will not aim to provide the same level of sporting opportunities to everyone, everywhere.

Examples:



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.




Traditional, high participation sports
tend to have good access to Auckland Council facilities, programmes and support.



Emerging sports
tend to have less access. Their growth is limited without adequate access to facilities and programmes.




Growth areas
need additional facilities to cater for growing and changing local demand for sport.
There is limited budget for asset renewals and service level increases.



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



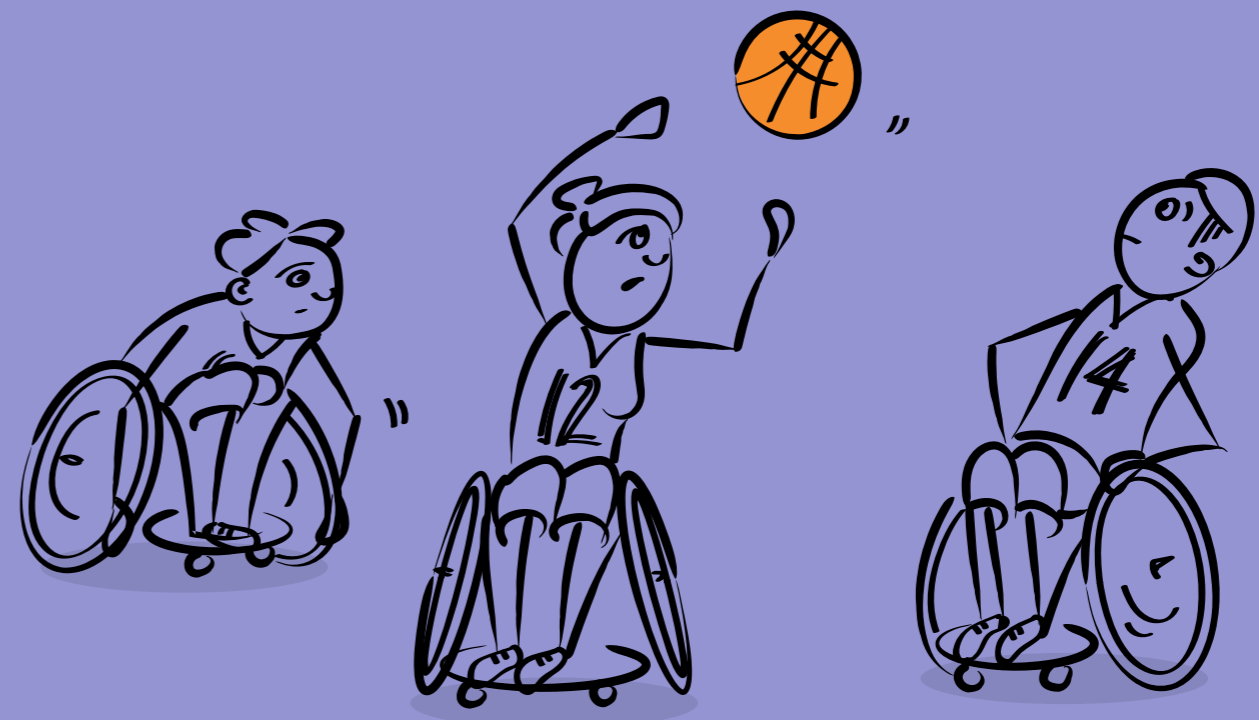
Urban areas
may have limited access to open space but have better access to built facilities.



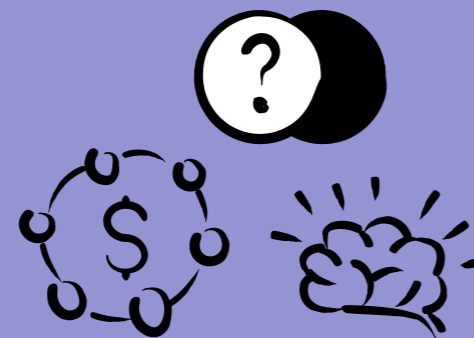
Rural areas
tend to have fewer built facilities but more open space such as esplanades, beaches and regional parks.

Section 3

How we will work



We will adopt a new investment framework to assist decision-making and ensure delivery of outcomes. The framework provides a rigorous, disciplined approach to answer a set of critical questions before making final investment decisions.



3.1 The investment framework

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

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

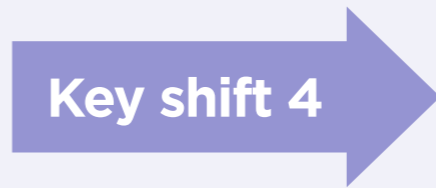
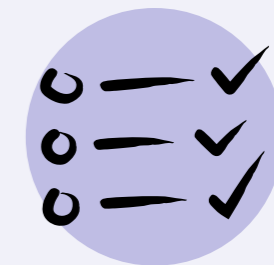
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Some investment decisions are isolated and reactive with gaps in information such as the costs, benefits and alternatives



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



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

Whether to invest?

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

How to invest?

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

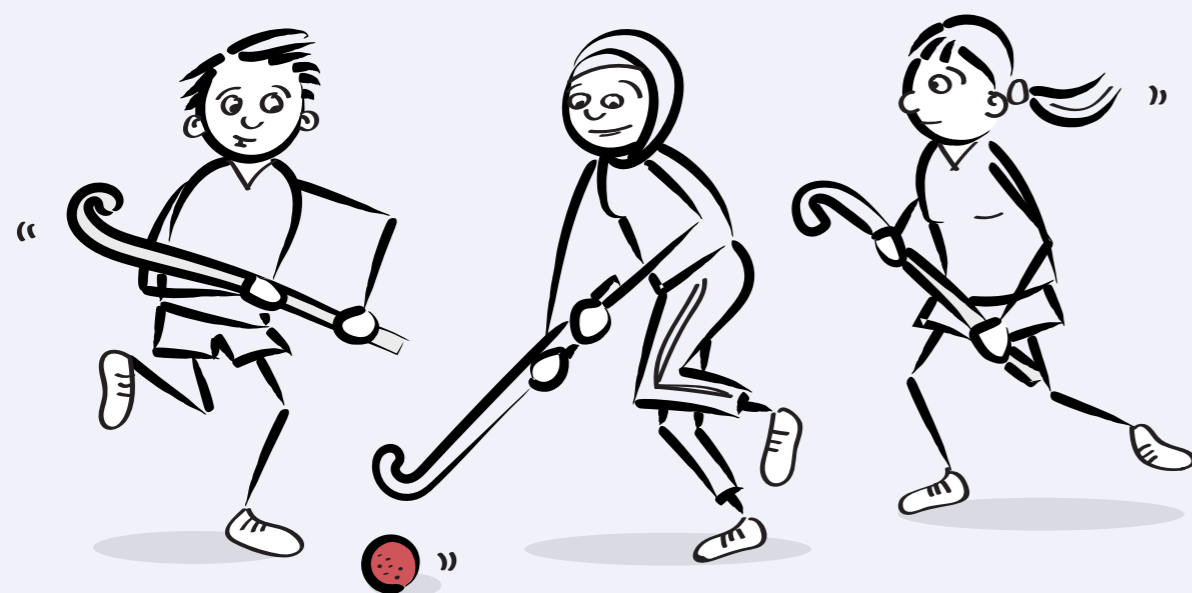
The next few pages explain, question by question, how the framework will work in practice.

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

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

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

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



Whether to invest?

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

Question 1:

What are the community needs?

All sport 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:

Does it align with Auckland Council’s strategic priority?

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
- Auckland Sport facilities Priorities Plan
- Auckland Sports and Recreation Strategic Action Plan
- Auckland Plan 2050
- any relevant local plans.

Question 3:

Does it have a Better Business Case (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 to illustrate 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.

How to invest?

Question 4:

Is there a partnership opportunity?

Auckland Council is not always the sole investor in sport. 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 sport facilities.

a

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.

b

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 sport facilities and programmes.

c

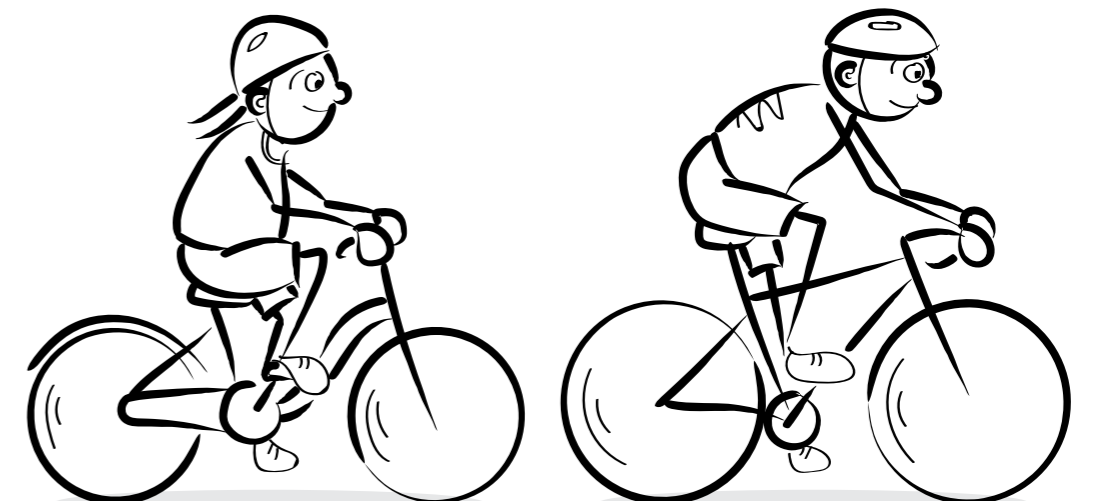
Auckland Council having a supporting role in sport provision

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 sport 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.

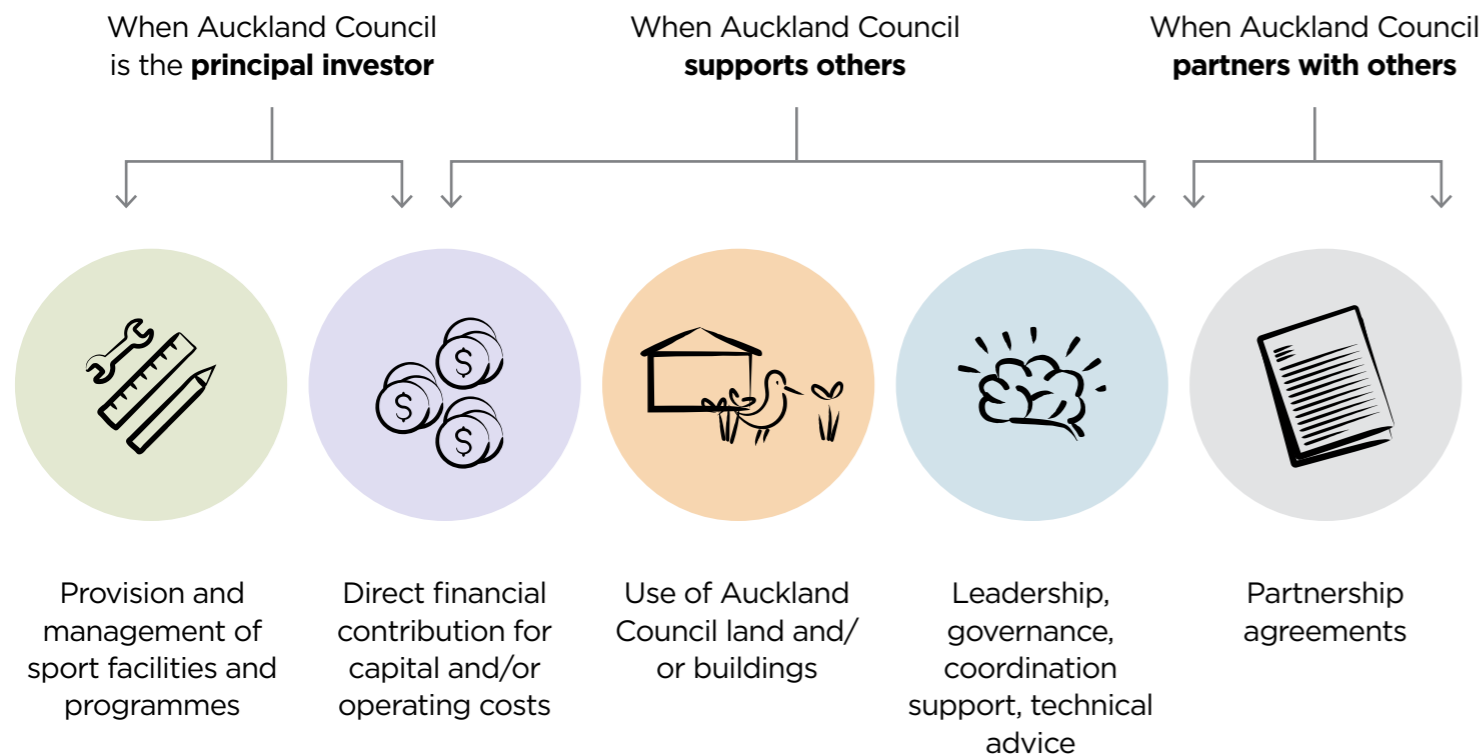


How to invest?

Question 5:

What investment mechanisms should be used?

Auckland Council uses several mechanisms to invest in sport:



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 Reserves Act 1977).

Question 6:

Who makes the decisions?

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



The Governing Body

Focuses on region-wide strategic and investment decisions

Decides where and when the council will invest in the sport 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, sport and recreation facilities and activities

Set outcomes and priorities for local sport and recreation investment through local board plans.

Identify local sport and recreation facility and programme 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.

How to invest?

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

Future investment in sport 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 and intervention logic model to link the specific investment to Auckland Council’s strategic outcomes it aims to achieve.

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

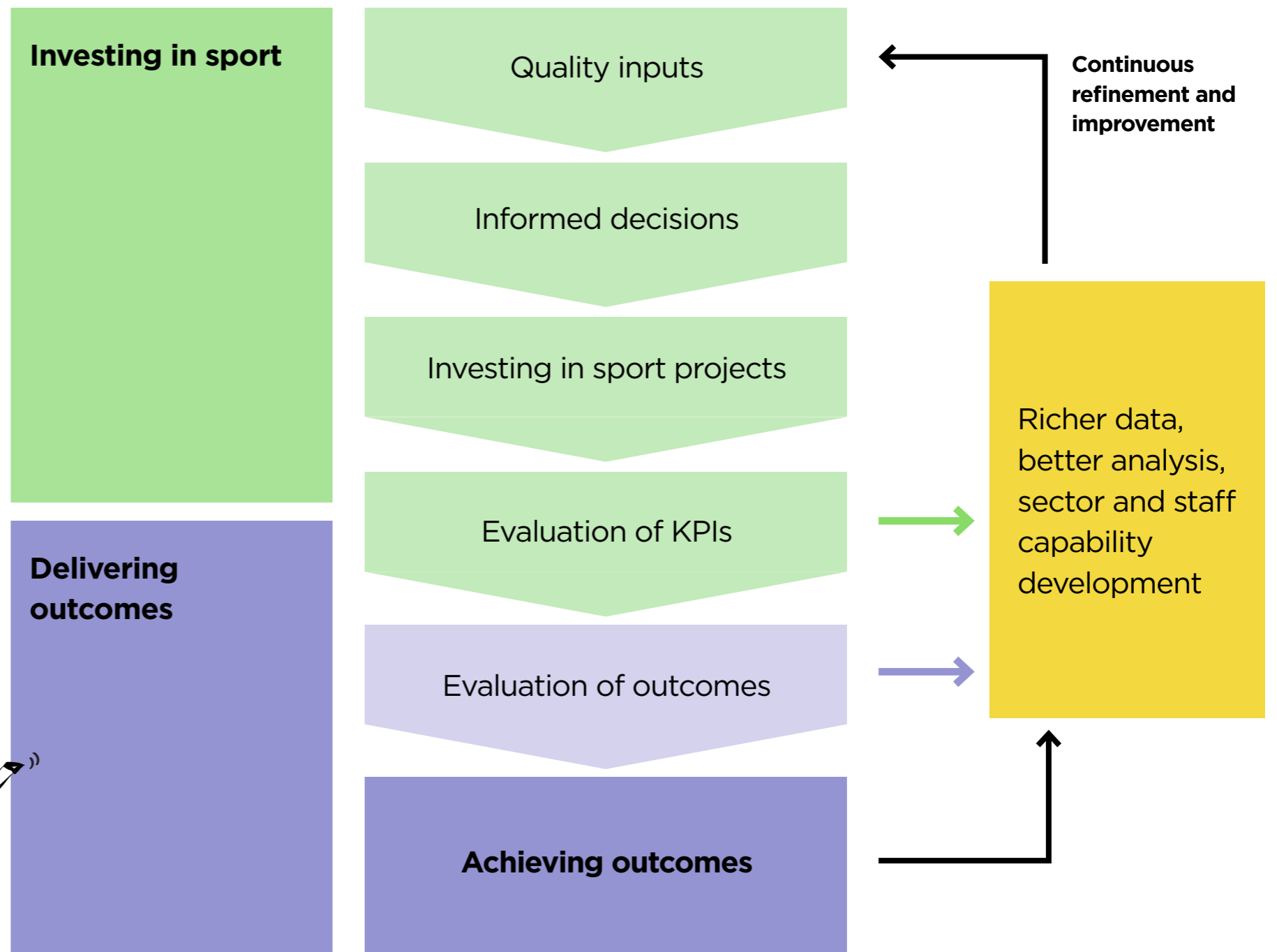
Such information will help us gain a better understanding of what has worked well and not so well to improve effectiveness of future investment. We will also be better at articulating the returns of our investments to our investors and ratepayers.



The change we’re making

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

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



A new investment approach

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



Future Auckland Council investment will be guided by **four principles:**

- Equity**
- Outcome-focused**
- Financial sustainability**
- Accountability**

We will adopt a new **investment framework** to:

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

Aucklanders will have:



Sport participation levels will increase, with a focus on:

- Enabling participation of low-participant communities
- Increasing participation in emerging sport with high growth potential
- Sustaining or increasing levels in high-participation sports

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

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

The contributions to the **Auckland Plan 2050:**

