

Facility Partnerships Policy

*Te Kaupapa Here
Tuhononga Wahi Urunga*



Quick Summary

About Facility Partnerships

Community facilities are...

Ko te wāhi urunga ā-hapori he...

Places and spaces where Aucklanders can participate, play, learn, share, improve their health and wellbeing, celebrate and belong. They include...



Community centres, hubs, halls and mobile facilities and special purpose facilities (e.g. youth centres, men's sheds)



Marae and cultural centres



Libraries



Indoor sports centres like multi-sports centres, swimming pools, leisure centres, indoor courts / gymnasiums



Arts centres and performing arts centres



Outdoor facilities like sports fields, skate parks, playgrounds, splashpads and outdoor courts

A facility partnership is...

Ko te tūhononga wāhi urunga...

Where Auckland Council invests in community facilities which are (or will be) owned or operated by others, to create a better facility network for all Aucklanders.

Facility partnerships bring the council together with community and sector organisations, government agencies, business and/or philanthropic investors to deliver more of the quality facilities Auckland needs, faster and more cost-effectively than we can achieve alone.

While each partner brings different strengths, expertise and resources to the table, all partners share a common vision for what the facility partnership will achieve for the community, and are willing to invest in delivering it.

Facility partnerships are only one way the council supports community, arts and sports facilities. We also provide services directly, contract commercial operators, give grants for facility-based activities, and lease council assets to community groups.

Partnerships are a way of managing more complicated, long-term, mutually-beneficial investment relationships. Grants and contracts are better tools for short-term or more transactional funding arrangements. If we don't need new facilities to deliver the benefits we're looking for, then grants or contracts for events, activities and programmes will be a simpler option.

If organisations need access to a community facility for their own or their members' use, we don't usually need a partnership to manage the arrangement - in most situations a simple community lease, community occupancy or venue hire agreement will be sufficient.

Six dimensions of facility partnership

He ono āhuetanga o te tūhonotanga wāhi urunga

The council and our partners need to think about all six dimensions of a facility partnership throughout the partnership journey – to ensure good decision-making upfront, and success over the long-term.



You can use the six dimension colours to help you find your way around this policy summary.



1. The purpose *Te tikanga*

How community facilities benefit Aucklanders

Community facilities contribute to building strong, healthy and vibrant communities and foster belonging and pride. They bring a wide range of social, cultural, environmental and economic benefits for Auckland and Aucklanders, and are an important part of realising the vision for our region.

This policy is one of the ways we are delivering the Auckland Plan outcome Belonging and Participation, Te whai pānga me te whai wāhi atu: “All Aucklanders will be part of and contribute to society, access opportunities, and have the chance to develop to their full potential.”

How facility partnerships benefit Aucklanders

We seek facility partnerships because they enable us to:

Bring resources and knowledge together

Partnerships can bring together multiple sources of investment, effort and expertise to deliver community facilities. This is even more important in a context of financial constraints, growing demand and increasing diversity in our region.

Give our communities a lead role

Partnerships can empower and enable communities, building community capacity and resilience. Partnerships are also a way of honouring our commitments to work with Māori.

Make better use of what we have

Partnerships can help to optimise our existing facility network, and invest in places where people already are. They can also help the council to be faster and more flexible in meeting needs.



“The school has offered the land for the new centre, the council is managing the design and construction, the sports trust has signed up a major donor, and local businesses are providing building materials at cost. And the local community is going to get an incredible facility!”



“Our users said they didn’t visit the council centre because their English was poor and they felt embarrassed. We offer much the same services and activities, but they are among people of a similar age and cultural background, and they can practice their English together.”



“Our group started as a few volunteers wanting to reduce crime in our town centre, but we ended up registering as a charity and working with local youth, rough sleepers and the long-term unemployed. The men’s shed is going to really enhance the work we can do, but it’s a big step for us.”



“We welcome everyone who wants to come here – thousands of people do, every year – and we will manaaki our visitors as we always have done. But we would welcome greater council recognition of our role. Funding is a huge help, but for us the relationships and respect are just as fundamental.”



“Our organisation has a reputation in this community that stretches back decades. We know all the service providers, and can help people get the support they need. But we really value the council’s technical expertise around managing buildings, and the legal and accounting side of things.”



Facility partnerships and Te Ao Maori

Facilities support well-being for Māori by providing spaces for people to connect, socialise, learn, participate in and celebrate Māori identity and culture.

Partnerships enable the council and Māori to share mana, matauranga and resources to support Māori aspirations and deliver Māori outcomes. Facility partnerships provide a practical way to jointly deliver Māori outcomes through marae, facilities, and other spaces and places.

Building on our founding partnership: Te Tiriti o Waitangi

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.

The Treaty Principles will help guide how the council and Māori work together to establish, shape and manage facility partnership arrangements.

Facility partnerships with marae

We recognise marae in particular as focal points for Māori social, cultural, and economic development. Marae have distinct characteristics that any facility partnership arrangements will acknowledge and reflect.



Marae are unique.

Marae are inseparable from their whenua, their tūpuna, their people and their history.



Marae are taonga.

Marae have mana; they are a taonga. Marae have specific tikanga that must be followed to uphold their mana.



Marae are tūrangawaewae.

For Māori, their marae are home and 'a place to stand, and their needs must take precedence.

Where this policy fits



Outcomes —
The vision for Auckland – what will success look like?

Our vision documents, e.g.
Auckland Plan, Local Board Plans

Our role —
In delivering for different places, sectors and populations, alongside others

Our strategic plans, e.g.
Auckland Sport and Recreation Strategic Action Plan, Toi Whītiki (Arts and Culture strategy), the Māori Plan

Priorities —
Where are the greatest needs and gaps to address first?

Our investment plans, e.g.
Community Facilities Network Plan, Sports Investment Plan

Delivery —
Do we need land and buildings, services or a combination?

Our assets, e.g.
council-owned land and buildings, capital and operating budgets, and our staff

Budget —
How much will we invest?

Our budgets, e.g.
Long-term Plan, Annual Plan

Mechanism —
How will we do this, or enable others to do it?

Our policies, e.g.
Facility Partnerships Policy, Community Grants Policy, Procurement Policy

We are here!

2. The model *Te tauira*

Facility partnerships are not 'one size fits all'.

Some partnerships will be simple arrangements between the council and one community partner, involving an existing property. Others will be much larger and more complex; for example multiple investors working together over several years to develop a major new facility for Auckland.

Because every situation will be unique, the new policy provides for partnerships of different shapes and sizes. The important thing is that each partnership has the necessary ingredients to successfully and sustainably meet the community's needs.

Tracks, Types and Scales



The three building blocks of our facility partnership models are:



TRACKS

The Proactive and Responsive **Tracks** are based on whether the council or the partner(s) initiate the facility partnership, and how this impacts our investment and decision-making.



TYPES

Our four broad **Types** of facility partnership are based on two variables: who owns the land under the facility, and whether a new asset will be built (or we are investing in an existing one). These factors make a big difference to the process we have to follow and how long it is likely to take.



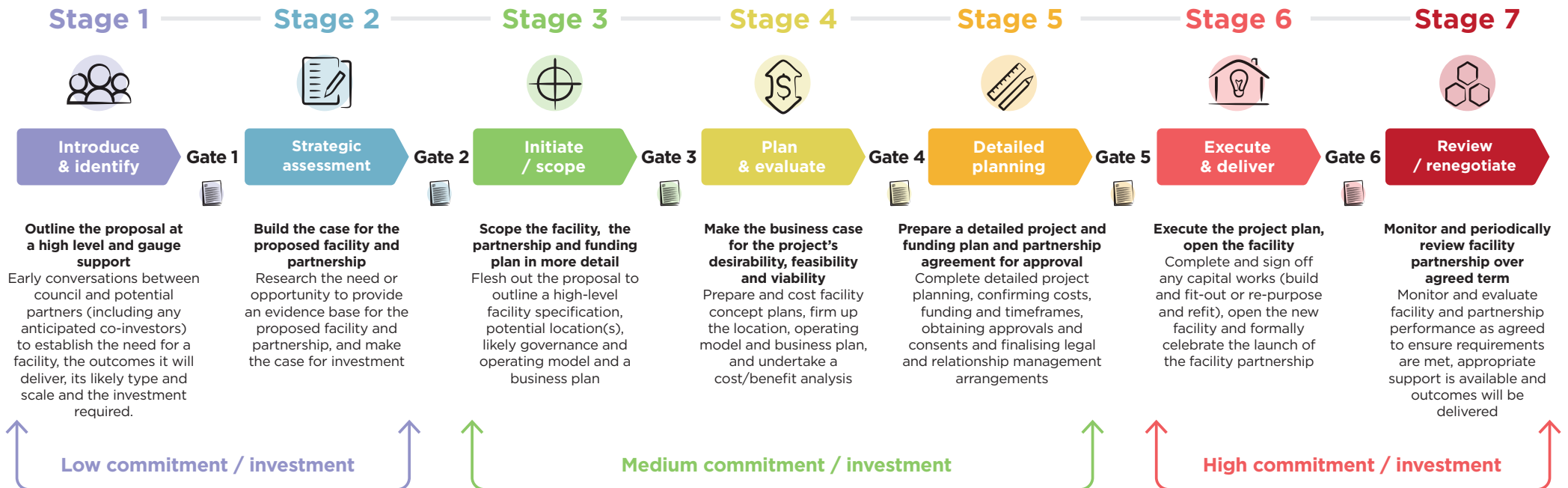
SCALES

The facility partnership **Scales** reflect the project's size, complexity and level of risk. They shape the level of planning and due diligence we (and our partners) will need to do, and how much influence the council will expect over key decisions.

The partnership lifecycle

Te mataora tūhononga wāhi urunga

All Auckland Council facility partnerships pass through the same overarching process, but the content of the stages will vary depending on each individual partnership's model.



3. The investment *Te haumitanga*

The council is always interested in working with the community to make good things happen. Every facility partnership opportunity has appeal, and many will be able to make a good case for ratepayer support.

But with funding and land tightly constrained in our growing region, we will only be able to consider investing in partnerships to address pressure or gaps in the current facility network. Decision-makers will also need to carefully assess which facility partnerships will deliver the most benefits – both financial and non-financial – in exchange for Aucklanders' investment.

Our investment principles *Ngā mātāpono haumi*

The policy sets out four investment principles, which drive our priorities and criteria. These outline why we will favour some facility partnership projects over others, in line with the direction agreed with Aucklanders in our existing strategies and plans.

We will:

Principle 1



Invest strategically, based on outcomes:

We will invest to deliver the outcomes outlined in our strategies, policies and plans. We will judge success based on the benefits delivered for communities on the ground.

Principle 2



Invest to help achieve equity for all Aucklanders:

We will invest to address known community needs and network gaps first. This is about enabling everyone to have access to good quality facilities regardless of their circumstances. Our investments will balance meeting the needs of existing and new communities, and communities of place, interest and identity. This may not mean the same levels or types of provision in every area.

Principle 3



Invest wisely, to deliver the maximum value for Aucklanders:

By value, we mean the services, activities and assets (outputs) *and* the social, cultural, economic and environmental benefits (outcomes) that a partnership will deliver. We will invest in those facility partnerships that provide the best overall return on investment.

Principle 4



Invest for sustainability:

We will seek investments that balance our desire to support community-led innovation, with the need to protect the council and the community from risk. We will only invest in facilities we're confident will be desirable to users, feasible to deliver and viable to operate. We won't enter partnerships unless we're confident we can commit to resource an ongoing relationship.

How the council can invest



Funding for operating costs



Funding for capital development



Use of a public building



Use of public land



Maintenance and renewals



Staff support and technical expertise

How our partners can invest



Funding for operating costs



Funding for capital development



Use of land or a building



Pro bono expertise



Volunteer time



Management and programme expertise



Community insight and networks

Who makes decisions about facility partnerships?



The **Governing Body** focuses on region-wide strategic decisions, in particular where and when the council will invest in the overall facility network to address gaps and respond to growth. The governing body also governs facility partnerships to develop major regional facilities.



Local boards make most of the specific decisions about how the council will invest in the facilities in their areas, in line with the priorities they've set out in their local board plans and the budget envelope agreed with the governing body. Local boards also play a key role by governing local community leases, grants and funding agreements.

4. The relationship

Te herenga

Looking after partner relationships

Partnerships may be agreed between organisations – but ultimately, they are formed between people. Relationships are what make partnerships different to contracts, and lift the commitment between partners above a transactional arrangement.

Quality relationships are foundational for a healthy facility partnership: they set the tone for all of the work the partners do together, and are the springboard for any future collaboration.

Good relationships are built on trust and good faith, mutual understanding and mutual respect. Good relationships can only be built over time and require ongoing effort. This is the case whether the partner is a large government agency, philanthropic or commercial investor, experienced service provider or a small grassroots group.

Our partnering principles

Ā mātou mātāpono tūhonohono

Auckland Council will resource and treat facility partnership relationships with the care and commitment they deserve. This commitment to quality partnership relationships means we will:

1

Be open, honest and upfront with our partners (and potential partners) about what we can and can't commit to and why, and follow through on the commitments we make. We will communicate regularly with our partners, and keep each other in the loop.

2

Take responsibility for 'partnering on the inside', acknowledging the council's size and complexity can make us difficult to partner with. We will prioritise continuity in our relationships, and actively manage the transitions when key people change.

3

Factor in adequate frontline and specialist staff support as part of the business case for any new facility partnership.

4

Recognise and value partners' financial and non-financial contributions, and the risks all parties take by working in partnership. We will agree roles and responsibilities that play to our strengths, and allow all partners to meaningfully participate in decisions.

5

Support our less experienced partners in a way that builds their capability in both directions: building the capability of our partners to do things for themselves, and of our own people to work alongside them.

6

Seek to respond together to any challenges we encounter, with formal disputes processes only used as a last resort. We will seek to work through any issues related to differences in our working style and culture.



5. The agreement *Te whakaaetanga*

Legal considerations

Te aronui ki te ture mō ngā tūhononga wāhi urunga

Clarifying and formally documenting the legal arrangements for facility partnerships is an important way to protect the short, medium and long-term interests of all parties. Facility partnerships are some of the most complex arrangements we enter into, because they cover physical assets, often big investments and usually long periods of time.

This page identifies a number of aspects relating to the legal side of facility partnerships, although these will vary depending on the circumstances and what is being proposed. Staff will consult with our in-house legal team from an early stage to ensure both partners and decision-makers understand the potential legal implications of partnership proposals.

Organisational types

Auckland Council has specific rules and practices around partnering with some types of organisation – e.g. facility trusts, social enterprises, other types of commercial organisation and schools.

Leasing council property

Partners establishing a facility in a council building will require a commercial lease, community lease or license to occupy the property. Lease negotiations will include expectations and arrangements for property maintenance, renewals and improvements, and any sub-letting or co-tenancy arrangements.

Leasing council land

A partner-owned facility built on council land will require a ground lease, with provisions made for renewing the lease, vesting assets to council or remediating the land at the end of the lease.

Ownership, governance and management structures

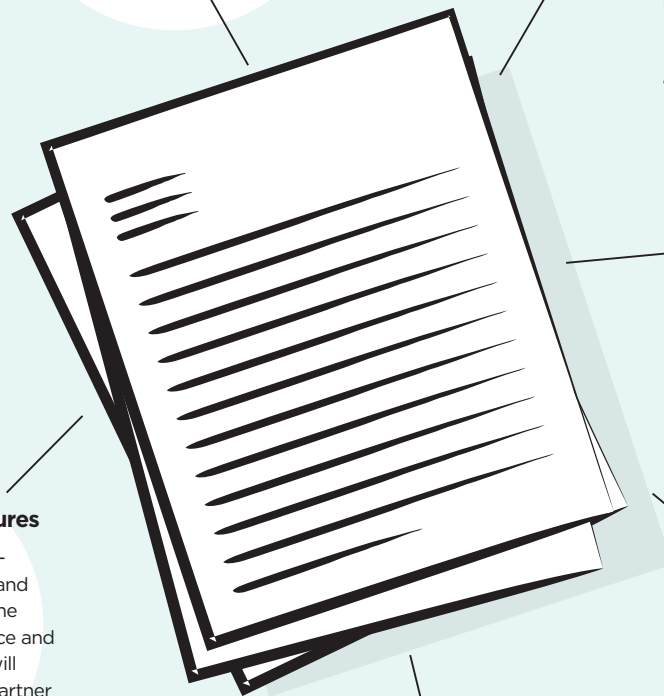
The council, partner(s) and co-investor(s) will need to agree and document arrangements for the funding, ownership, governance and operation of the facility. This will include negotiating levels of partner and community access, identifying and mitigating conflicts of interest, agreeing when and how the partnership will be wound up, and if there will be options for early exit.

Financial obligations

Many facility partnerships will involve council grants or contracts for service as part of their funding model. These may be paid out in advance, in arrears, or as the project hits key milestones. Different types of payments have different tax obligations and accounting requirements.

Managing risk and disputes

The council and partners will need to identify a range of possible risks early on, monitor these as the partnership proposal progresses, and actively manage them once the facility becomes operational. Partnership facilities will need to be fully insured and legally compliant for public use, with clear operational policies, clearly defined liability and a process for managing disputes.



6. The facility *Te wāhi urunga*

Land and building considerations

Te aronui ki te whenua me ngā whare o runga

As an experienced facility provider, we understand how much is involved in planning, designing, constructing, running and looking after them. This can be complex, specialised and expensive work. When entering facility partnerships, the council and partners will need to navigate both land and building considerations, which will vary between projects. Examples of these are shown on this page.

The council employs a large number of expert technical staff across planning, facility development and operations. These staff will be responsible for assessing the land and building aspects of facility partnership proposals as they pass through the facility partnership lifecycle (see page 5), and providing support to partners where needed.



Land considerations e.g.

- Land classification / status and statutory implications
- Landowner permissions
- Sites of significance to Māori
- Development restrictions (e.g. parkland, protected trees, viewshafts, height)

Location / site considerations e.g.

- Co-location with other community infrastructure
- Site position – e.g. street frontage, visibility, proximity to others on site
- Access and parking, proximity to public transport

Facility purpose and use factors e.g.

- Layout and configuration
- Fixtures and fittings
- Leases, tenancies and community access agreements



Design factors

- Quality design on a budget
- Materials and finishes (cost, aesthetics and durability)
- Building footprint and relationship with the surrounding site and area
- Branding, naming, attribution and signage
- Landscaping and ongoing site maintenance

Facility operation e.g.

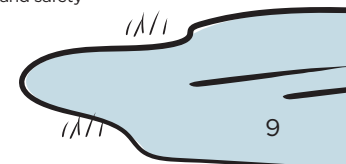
- Managing governors (e.g. trustees), facility staff (e.g. managers, tutors) and volunteers (e.g. coaches)
- Managing bookings, hireage and memberships
- Fees and charges (members and public)
- Maintenance and renewals

Construction

- Resource & Building consents
- Choosing and managing suppliers
- Project and site management

Building regulations

- Building Warrant of Fitness
- Health and safety



Tēnā koutou

Te Whakarāpopototanga Kaupapa
Here Hononga Whakaurunga

Ko te hononga whakaurunga he mea haumi nā te Kaunihera o Tāmaki Makaurau ki ngā whakaurunga ake a te hapori, ngā mea whakahaere rānei e ētahi atu (pērā i te rōpū hapori) e whiwhi ai te katoa o ngā iwi o Tāmaki Makaurau i te kounga o ō ratou hiahia.

Ko te hononga momoho he mea kia whakaaturia e ōna hoa hono ngā momo kaha, rerekētanga, mōhioranga, rauemi hoki i te wā e hua tonu ana he painga ki te katoa o te hapori.

Ka whakamārama tēnei kaupapa here he aha te hononga whakaurunga, he aha rātou e tautokohia ai e te kaunihera, ka pēhea hoki mātou e whakatau ko ēhea hononga hei haumi. Ka whakaatuhia ētahi mea matua hei whakaaro mā te kaunihera me ō mātou hoa, mēnā ka whakaritea tētahi.

E hiahia ana ki te whai māramatanga mō te hononga whakaurunga? Whakapā mai ki a mātou kōrerorero ai ki ngā kaimahi a te kaunihera i roto i tōu ake reo mā te ratonga whakamāori Language Link.

Talofa Lava

O le faiga fa'a-pa'aga fa'a pisinisi, o se avanoga lelei mo le Pulega Aai a Aukilani, ina ia fesoasoani i le fa'aleleia o nofoaga fa'a- lotoifale, lea o loo pulea e isi (e pei o faalapotopotoga fa'a-pitonuu) ma fa'amautinoa ai, ua laugatasia tagata Aukilani uma, i nofoaga ua talafeagai lelei, ma fetauti ma o latou mana'oga.

O se faiga fa'a-pa'aga manuia e fa'amoemoe i pa'aga ta'ito'atasi, e ala i le tuuina mai o lo latou malosi, tomai eseese ma punaoa, a'o fefa'asoa-a'i i mataupu tau osiosi pe faapefea ona manuia ai fa'alapotopotoga fa'a-pitonuu

O lenei faiga fa'avae o lo'o fa'amatalaina ai le fai pa'aga fa'apisinisi, pe aisea e lagolagoina ai i latou e le Pulega Aai a Aukilani, atoa ai, pe fa'apefea ona matou filifili po'o le fea o faiga fa'apisinisi e mana'omia. O lo'o aofia ai foi nisi o itu taua, e ao ona mafaufau iai le Pulega Aai a Aukilani ma a tatou pa'aga, pe a fa'atuina lenei faiga-pa'aga.

Mana'omia nisi fa'amatalaga e uiga i faiga-pa'aga pisinisi faa-lotoifale? Fa'afeso'ota'i i matou le aufaigaluega Pulega a le Aai,faia se talanoaga i lau lava gaganā, e ala i le fa'aaogaina o le auauunaga ale Fa'aliliu Upu.



Mālō 'etau lava

Ko e felotoi ki hono ngāue'aki 'o ha ngaahi naunau 'a e kaunisolo. Ko e feinga 'a e kaunisolo 'a 'Okalani ke 'i ai ha ngaahi naunau ke feau'aki 'a e ngaahi fiema'u 'a e kakai 'oku nofo 'i 'Okalani ni. Ko e ngaahi naunau ni, 'e fakalele ia 'ekinautolu tenau kau ki ai, pea hangē nai ko ha ngaahi kulupu 'i he komiuniti.

'E tefito 'a e ola lelei 'a e ngaahi fengāue'aki 'i hono ngāue'aki 'o e ngaahi naunau ni, 'iate kinautolu tenau kau ai. 'E makatu'unga ia mei he'enau ngāue'aki honau mālohinga, taukei pea taumu'a taha foki ki he lelei fakalūkufua 'a e komiuniti.

'Oku hanga 'e he tu'utu'uni fekau'aki mo e fengāue'aki ko 'eni, 'o fakamatala'i 'a e founga 'o e fengāue'aki, 'uhinga ki hono poupu'u 'e he kaunisolo, pea mo e founga 'e fili 'aki 'a e naunau ke fai 'aki 'a e ngāue. 'Oku kau foki heni 'a e ngaahi me'a mahu'inga ke fai hono fakakaukaue 'e he kaunisolo pea mo kinautolu 'a ia tenau fengāue'aki.

Ka 'oku 'i ai ha me'a 'oku ke toe fie 'ilo kiai pea ke toki fetu'utaki mai ke pe pōtalanoa mo ha taha 'i he'emau kau ngāue 'i ho'o lea pe 'a'au 'o ngāue'aki 'a e founga ngāue liliu lea.

您好

设施合作伙伴关系是指奥克兰市政府将对他人（如社区团体）所有或经营的社区设施进行投资，以确保满足所有奥克兰人对优质设施的需求。

成功的伙伴关系，取决于合作伙伴各展所长，提供不同的专业技能和资源，并有共同的愿景，将合作设施造福社区。

此项政策阐述了什么是设施合作伙伴关系，为什么市政府予以支持，如何决定对设施合作伙伴的投资，以及在建立伙伴关系时市政府与设施合作伙伴需要考虑的重要事宜。

想了解更多有关设施合作伙伴关系的信息吗？通过Language Link电话翻译服务，您可以直接使用母语向市政府工作人员咨询相关事宜。

공식적인 인사

시설 파트너십이란, 오uckland 의회가 모든 오uckland 주민들의 필요에 의한, 폭격있는 시설들을 누리는 것을 보장할수있도록 다른 단체에서 (예: 지역사회 단체들) 소유 또는 운영되고 있는 시설에 투자하는 것입니다.

성공적인 파트너십의 모습은 각 파트너가 전문 지식, 역량, 자원들을 기여하는 동시에, 그 시설이 어떻게 지역사회에 혜택을 주는지, 의회와 함께 공동된 비전을 나누는것입니다.

이 정책은 시설 파트너십이 무엇인지, 의회가 왜 지원을 하는지, 시설 파트너십 투자에 관한 결정 여부에 관해 설명합니다. 또한, 파트너십 관계 설립을 위하여 고려해야할 중요한 사항들을 다루고있습니다.

시설 파트너십에 관해 더 알고 싶으세요? 의회로 연락하시면 모국어 연결 통역 서비스를 통하여 모국어로 의회 직원에게 문의하실수 있습니다.

मुबारक

सुवधा साझेदारी एक ऐसी साझेदारी है जहाँ ऑकलैंड परिषद सामुदायिक सुवधाओं में निवेश करती है जोकि दूसरों के (जैसे सामुदायिक समूह) द्वारा यह सुनिश्चित करने के लिए चलायी जाती है,जसिसे ऑकलैंड के सभी नविसयियों को उत्कृष्ट सुवधाएं उनकी आवश्यकतानुसार मलि सके ।

एक सफल साझेदारी,प्रत्येक भागीदार की अपनी सामर्थ्य वशिषज्जता और संसाधनों पर नरिभर करती है । जबकि सबका सामान दृष्टिकोण इस बात पर नरिभर होता है कि यह सुवधा समुदाय को कैसे फायदा पहुँचायेगी ।

एक सफल साझेदारी इस बात पर नरिभर करती है की प्रत्येक साझेदार अपनी अलग-अलग सामर्थ्य वशिषज्जता एवं साधन का योगदान करे । क्योकि सभी का समान दृष्टिकोण इस बात पर केंद्ररति होता है की इन सुवधाओं से पूरे समुदाय को फायदा मलि । यह योजना सुवधा साझेदारी क्या है इस बात का वर्णन करती है । परिषद इसको क्यो समर्थन देती है? और हम कैसे इस बात का नरिणय लें कि हम कौन सी सामुदायिक सुवधा में निवेश करें । इसमें और भी महत्वपूर्ण बातें शामिल है अगर हम उनमें से कसिी एक को समायोजति करना चाहते है तो परिषद एवं साझेदारी को वचिर करना पड़ेगा ।

आप सुवधा साझेदारी कि बारे में और अधिक जानकारी चाहते है ? तो अपनी भाषा में हमसे संपर्क करने कि लिए लैंग्वेज लिंक ट्रांसलेशन सर्विसिज का उपयोग करके परिषद कर्मचारी से बात कर सकते है ।

**For more information, read or download the full policy by searching
'Facility partnerships policy' on our website, www.aucklandcouncil.govt.nz**

To talk to someone about facility partnerships, email us at facilitypartnerships@aucklandcouncil.govt.nz,
or phone the council switchboard on (09) 301 0101 and ask to speak to an advisor in the most relevant team
for you (Community Places, Arts and Culture or Sport and Recreation).