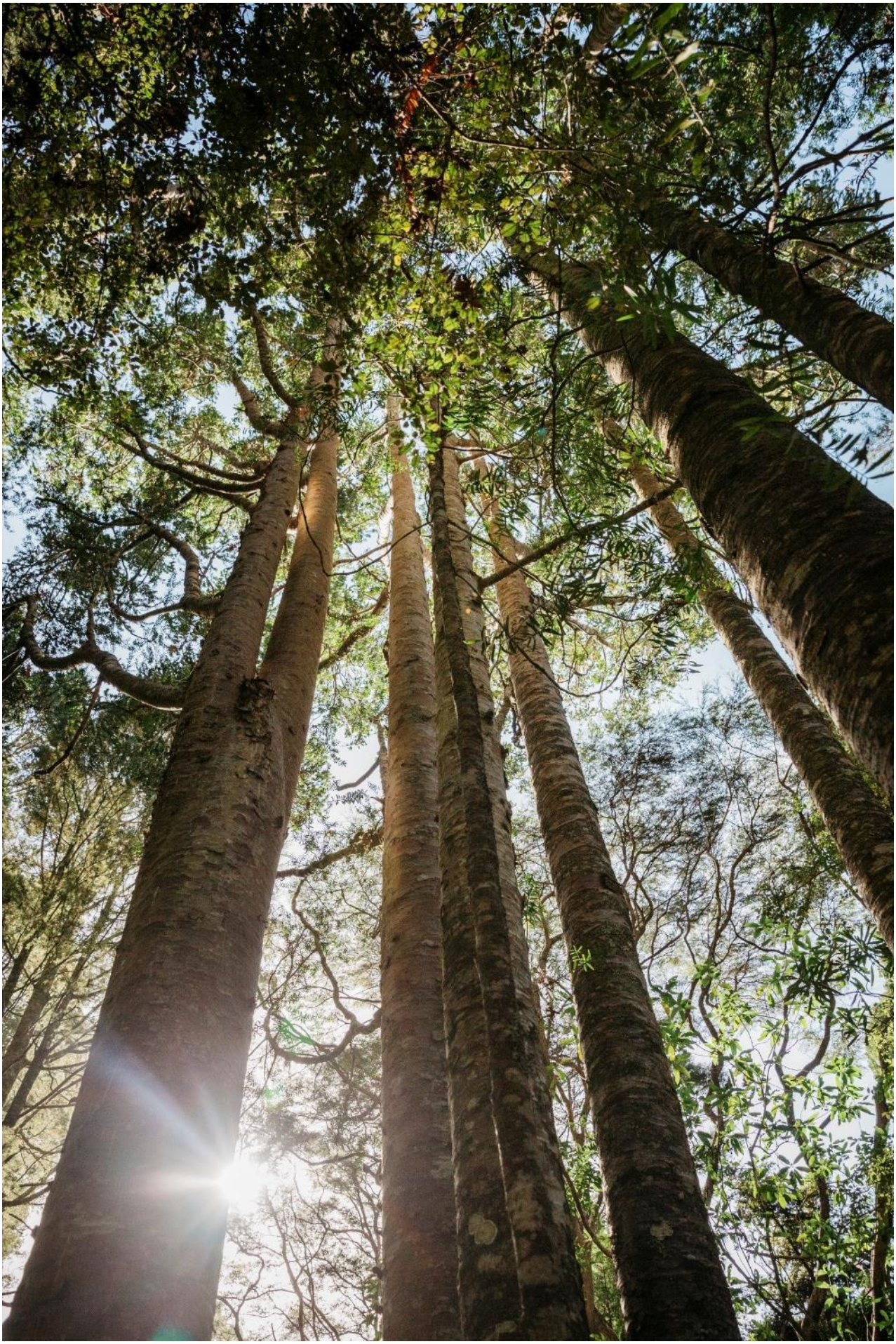
Governance Framework Review

Service levels and funding

Stock take of existing local community service levels

Auckland Council
Te Kaunihera o Tāmaki Makaurau



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Version History

Version	Date	Description	Circulation
1.0	1 Feb 2019	Incorporating feedback from Working Group, Service Leads	Executive Sponsors Group
2.0	27 February 2019	Incorporating feedback from Service Owners, GMs, CS Director	Executive Sponsors Group
2.1	7 March 2019	Incorporating feedback from Executive Sponsors Group (Service Levels and Funding)	Executive Steering Group
2.2	19 March 2019	Incorporating feedback from Executive Steering Group	Joint Governance Working Group
3.0	26 March 2019	Incorporating feedback from Joint Governance Political Working Party	Local Boards
Final	1 July 2019	Incorporating feedback from local board workshops, April-June 2019	Elected members via Democracy Services Hub

1 Executive Summary

1. This is the first report from the Governance Framework Review project undertaking further work on Service Levels and Funding.
2. This first phase is a stock take of Existing Service Levels which found:
    - There are variations in service levels across local boards. A range of causes are behind variations in levels of service across local boards, and it is not possible to isolate locally driven differences from broader systemic service equity issues.
    - Given the intent for local boards to be given increased flexibility of decision-making over operational service levels we should expect increasing service level variations as boards respond to their community needs. This finding shifts the focus of achieving equity in service levels to the level of funding allocated to local boards to deliver local services and the equity of allocation of funding capacity across local boards given their relative community need.
    - Insights are limited by detail and availability of data and further work is required to raise the quality of information gathered on our service levels;
    - Sub-regional services and their service catchments play a significant role in service to multiple local boards. This role will be investigated further in subsequent project phases and particularly in any funding options which refer to local board population; and
    - Classification of current service activities as local or regional should be reviewed, to ensure that local boards have visibility of and make decisions over service activities that they should. Any outcomes from this principle-based review of the allocation of services to regional or local funding and decision making would be proposed and consulted on through the next LTP process.
3. The second phase of this Project will now commence and investigate options for minimum service levels for each service activity to provide local boards more flexibility to make local decisions on service level changes.
4. The third phase of this Project is the investigation and development of options to provide local boards with equitable funding capacity for their communities and increased decision making by local boards over local services.

2 Introduction / Purpose

5. In 2015 Auckland Council commissioned an independent review of the Council's co-governance framework ("Review") to consider whether it is working effectively and meeting the aims of the 2010 reforms. An overall finding of the Review was

> "..that there needs to be more recognition, support and empowerment of local boards as governors of a discrete set of local services and activities. The drivers of Auckland's amalgamation were not just stronger regional decision-making, but also greater community engagement and decision-making at the local level."

Source: Governance Framework Review, Political Working Party Recommendations, File No.: CP2017/19833

6. The Governing Body received the thirty-eight recommendations of the political working party overseeing the consideration of the Governance Framework Review (GFR). The Governing Body passed the following resolution in relation to funding and service levels:

> **Operational funding and service levels**
>
> y) approve, in principle, that local boards will be given more flexibility of decision-making over operational funding and service levels and, that before final decisions on the degree of that flexibility are made, further work (including a more detailed timeframe) be reported back to the governing body on:
>
> i) existing service levels
>
> ii) options for equalising service levels between local boards
>
> iii) options for minimum service levels and to which activities these may apply
>
> iv) the impacts on organisational support.

Excerpt 1: Governing Body Resolutions 28 September 2017

7. The Governance Framework Review – Service Levels and Funding project ("Project") commenced in July 2018 to undertake the following phases of work:
   - Assess existing service levels for a range of services by local board area such that variation in service levels may be identified.
   - Develop and evaluate options for more equitable service levels.
   - Consider whether delivery of a local service to a common "city wide" minimum service level be funded before local boards exercise their decision-making responsibilities over service levels and remaining local board funding.
8. This initial phase, reviewing existing service levels, has been completed and reported here as follows;
   - Section 3 defines the scope of this review, including which Council services and funding are in scope
   - Section 4 presents a summary of service level findings
   - Section 5 presents the conclusions drawn from the findings of this report
   - Section 6 describes the further work arising from this phase and the next steps of the Service Levels and Funding project.

3 Scope

9. The scope of this review is *Local Community Service activities funded by ABS opex*:

- The focus of this Project is local services. More detail on the definition of regional and local services is attached at Appendix 4 - Local Board Decision Making Responsibility.
- Community services includes library, community places, arts and culture, sport & recreation and parks services. More detail is attached as Appendix 9 – Our Activities - Local Community Services.

10. Excluded from this scope are:

- Regional service activities as decision-making responsibility for these activities is held by the Governing Body rather than with local boards
- LDI-funded local service activities over which local boards already exercise full decision-making responsibility. More information on allocation of local board funding is attached at Appendix 5 - Local Board Funding Policy.
- Decisions and funding of asset investment and renewal, which are governed through established processes and plans, such as asset management plans and the Community Facility Network Plan, as shown in Figure 1Figure 1. The existing network of community facilities is substantially the result of historical decisions and the current Long Term Plan recognises the uncertainty about the adequacy of the existing network of community facilities into the future and the level of investment required[1]. Governing Body and local boards work closely on asset investments and Council is developing approaches for local boards to be more closely involved with other key decisions, such as optimisation and divestment.

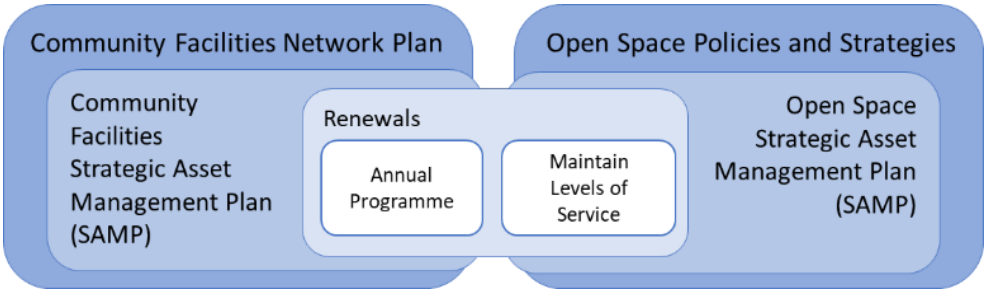
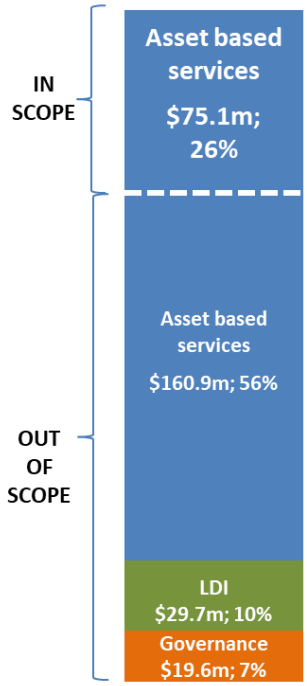


Figure 1 – Relationship between asset management plans and planning framework

- Asset provision or the cost of making those assets available for service use. The focus for this report is the different levels of service that are provided from the existing network of assets.

11. The resulting activities in scope for this project are shown in Figure 2, using budgets for financial year 2018/19:

[1] Appendix 6 – Addressing Auckland's Long Term Infrastructure Needs



Area of Funding	Opex $m	Scope Rationale
Arts, Community & Events	$15.8	Local community services funded by ABS opex - provide greatest opportunity to improve LB flexibility over service level and funding decisions
Parks, Sport and Recreation	$30.3	
Libraries & Information	$28.9	
Community facilities - full facilities contracts (to maintain local assets and open spaces)	$79.3	LBs are engaged on local service level variations during contract negotiation
Community facilities – other (includes depreciation, utilities, security, insurance, rates, etc.)	$42.2	Mainly fixed costs, unless facilities are closed or assets are sold
Business improvement district (BID)	$17.7	LBs have no control over spend
Planning, environmental services and stormwater	$1.8	Very small
Interest	$19.9	Interest allocation – no control
Locally driven initiatives	$29.7	Fully discretionary spend, funding formula driven
Governance	$19.6	Administrative costs
Local Board Opex	**$285.3m**	Total Local Board Operating Expenditure Budget 2018/19

Figure 2 - Project Financial Scope, FY 2018-19 operating expenditure budget

12. The financial scope of this review is broken down in Table 1. This scope includes all service revenue falling under local board decision making responsibilities.

Community Services Group of Activity	Local Board Operating Budgets, Financial Year 2018/19, $m		
Locally Delivered Council Services	**Operating Expenditure**	**Operating Revenue**	**Net Operating Expenditure**
Active Recreation	$28.1	$32.8	-$4.7
Library and Information	$28.9	$0.0	$28.9
Community Centres and Venues for Hire	$7.8	$3.2	$4.6
Arts & Culture	$7.2	$1.0	$6.2
Parks	$2.2	$0.0	$2.2
Events	$0.7	$0.3	$0.4
Community Empowerment	$0.1	$0.0	$0.1
Total	**$75.1**	**$37.3**	**$37.7**

Table 1 – Operating expenditure budget by Service Line, FY 2018-19

13. Note that the budget for Active Recreation is a net surplus for FY19, i.e., revenues are greater than costs for service only activity.

4 Service Level Analysis

14. Analysis initially investigated the service activities within local board areas compared to their local population. This approach assesses activity levels within a local board area relative to the local community. Service levels and funding comparisons to population are based on projected 2019 population of local board areas[2].

15. Aucklanders access services across Auckland where they live, work and play. Analysis identifies examples of local services where many customers come from outside that local board area, or where a material proportion of services are met outside that local board area. Consideration is given to service catchments and local decision-making boundaries.

16. The following sections summarise, for each service line:

- Level of service statement
- Measures of level of service (for which available data was of sufficient quality)
- Observations of how similar across local boards results for these measures were
- Service level findings including discussion of service aspects not able to be represented through measures.

[2] Long Term Plan 2018-28 assumptions, version i11

Libraries and Information services

17. Libraries local service activity provides library services and programming from 55 libraries across the region, complemented by a range of regional services, such as mobile libraries and heritage and research centres.

Level of Service Statement	Service Level Measures	Observation
We provide library services and programmes that support Aucklanders with reading and literacy, and opportunities to participate in community and civic life	Access to space per capita	Good relationship indicating a consistent level of service. Some exceptions, which are explained.
	Library visits per capita	Good relationship indicating a consistent level of service. Some exceptions, which are explained.
	Library issues per capita	Broad range of outcomes, indicating a diversity of service use
	Internet sessions per capita	Broad range of outcomes, indicating a diversity of service use
	Number of participants by programme category per capita	Generally narrow range overall, wide variety in the mix of programme participation, indicating a diversity of service use
	Customer Satisfaction	High satisfaction (greater than 80%) with slightly lower levels in south urban and west local boards

Table 2 - Libraries and Information LOS Statement and Service Level Measures

18. In general access to library services is reasonably consistent while the use of services does vary across local boards;

- Library opening hours were reviewed in 2015 to standardise them across the region consistent with local community needs and the universal access principles of Te Kauroa – Future Directions. Assessing the service space of each library together with their opening hours gives a measure of ‘access to space’.
- The following chart indicates that the size of libraries in a local board and their opening hours are broadly proportional to the number of library visits.

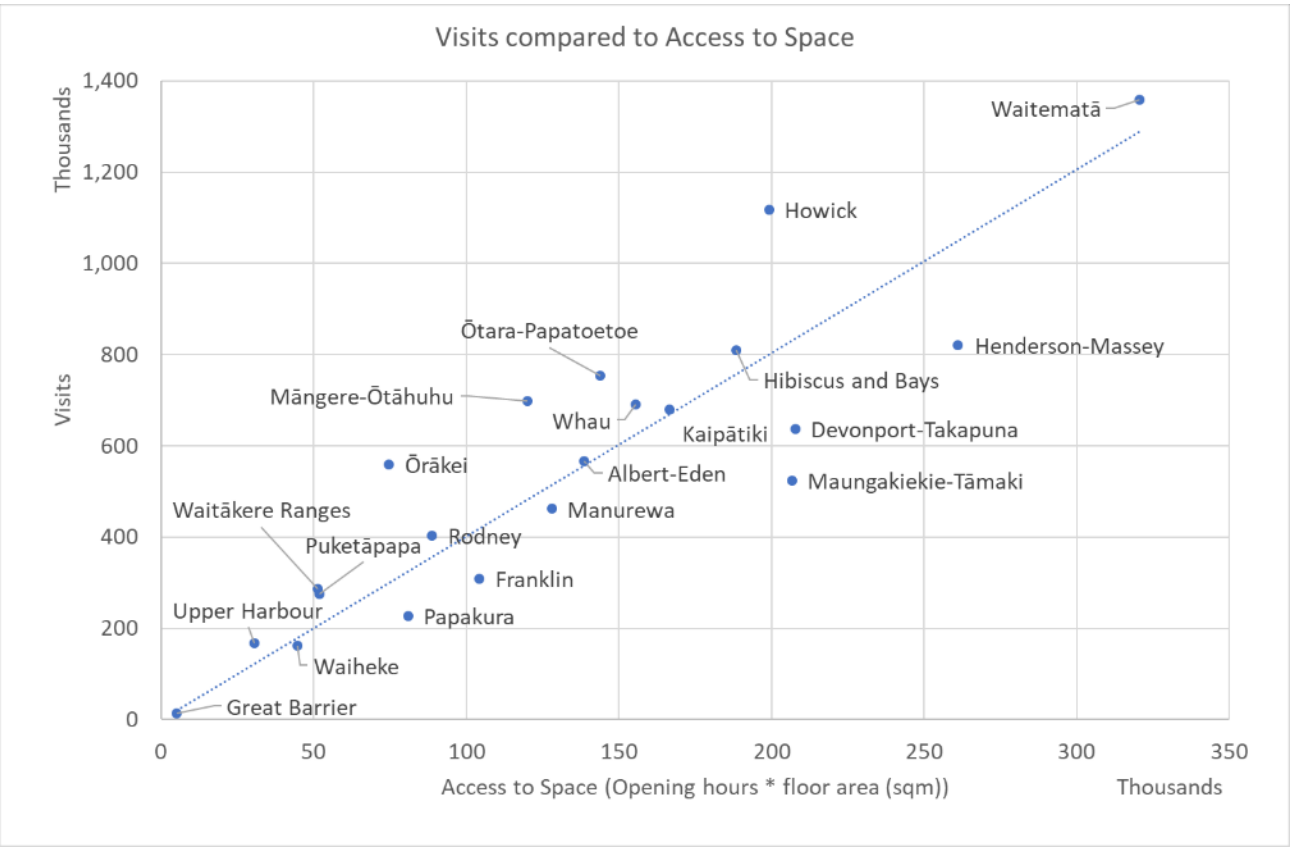


Figure 3 - Visits compared to access to space by local board

- The location and size of the 55 libraries across the region is primarily historical, however there are plans to build another two facilities and re-develop two facilities to address identified gaps in service (primarily from population growth). These facilities will be developed as integrated community hubs with library services within them as opposed to stand-alone libraries
- In general, access to space is proportionally higher in local board areas with higher populations, while ABS budgets (which comprise mainly staff costs) increase proportionally with both ‘access to space’ and population, noting there is a core/fixed staff cost regardless of the number of users
- The use of libraries services varies considerably across local boards, substantially reflecting the different needs of communities. For example, libraries (such as Waitematā) have higher internet sessions (but lower issues) compared with other local boards (such as Hibiscus and Bays) which have higher issues (but lower internet sessions)
- The following chart demonstrates the wide variation in mix of traditional book reading, measured by issues per capita, and the digital and online reading, measured by internet sessions per capita.

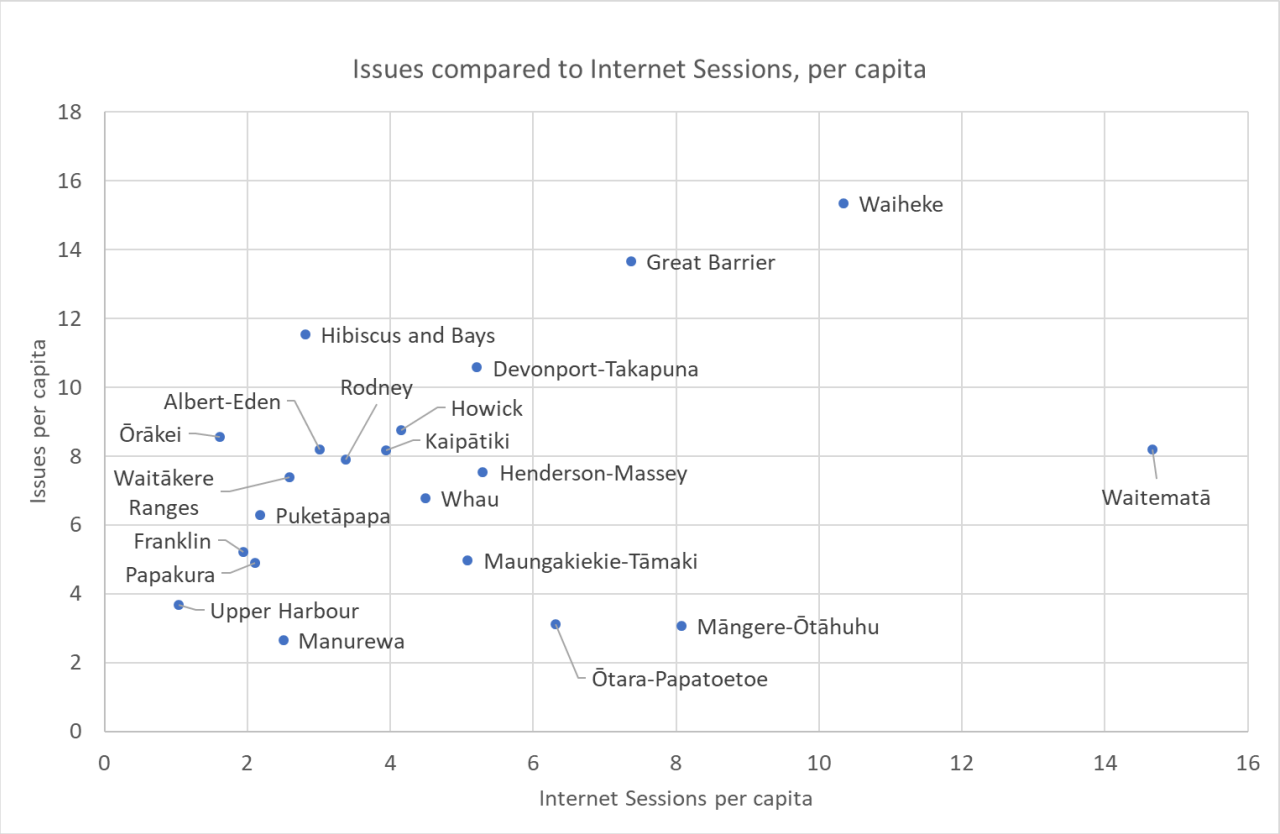


Figure 4 - Issues compared to Internet sessions, per capita

- Customer satisfaction is very high across the region, ranging from 83%-96%
- Library services are almost entirely rate funded and provided by Council
- Library programmes are organised by library staff with reference to the needs of the local community and local board priorities. The number and type of programmes vary by local board and are generally well patronised across local boards. We record the numbers of participants in programmes only and so analysis does provide insight to the types of customers participating in our various programmes
- Service data can be affected by co-location of local services with regional services, mainly research and heritage services, where data such as visit counts cannot be separated. This affects the analysis possible on visit counts at Takapuna and Manukau libraries and to a less noticeable degree at Henderson library
- We also observed a small number of instances where service volumes significantly lower than would be expected from the local population. For example, Albany Library, the sole library in Upper Harbour, showed lower than average visits and lending per capita compared to the rest of the region. Discussions with the business noted many Upper Harbour residents use the larger East Coast Bays library in the nearby Hibiscus and Bays local board area.

Active Recreation services

19. Active Recreation service provides access to active recreation facilities (which includes aquatic and leisure services) and to active recreation programmes (such as learn to swim, exercise classes and outreach programmes).

Level of Service Statement	Service Level Measures	Observation
We provide recreation programmes, opportunities and facilities to get Aucklanders more active, more often	Access to Space per capita	Wide distribution, from no facilities to large destination facilities
	Opening hours weighted by space available	Wide distribution, with larger facilities open longer
	Number of visits per capita	Broad range
	Net Promoter Score (NPS) weighted by visits	Broad range
	Number of visits versus access to space	Good relationship for higher levels of access to space, but no relationship for lower levels

Table 3 - Active Recreation LOS Statement and Service Level Measures

20. In general, levels of service vary across local boards with key differences found in:
    - Size & location of key service assets
    - Opening hours by service type
    - Level of funding (operating expenditure)
    - Customer satisfaction (NPS)
    - Fees & charges and other funding (e.g. targeted rate).
21. Wide variation in service levels is partly due to minimum levels of service not being established across Active recreation since amalgamation, in areas such as fees & charges, opening hours and programmes. The role of minimum service levels across services is to be considered under the next phase of this Project.
22. We note that Active Recreation recently implemented a single management system to replace several disparate systems across its operation and has improved management processes, including data gathering. However, the staged implementation, site by site, resulted in data gaps over the period of interest which has impacted our analysis, particularly on programme attendance.
23. A small number of the larger facilities draw customers from a wider catchment providing sub-regional services at a level consistent with the size of facility. For example, West Wave, Henderson, is a significant Active Recreation operation with a wide range of services where volumes are significantly higher than any other active recreation service and significantly higher than would be expected from the local board population alone.
24. The following figures illustrate the catchment areas of pool and leisure facilities, illustrating the greater reach of these larger facilities complementing the reach of smaller facilities.

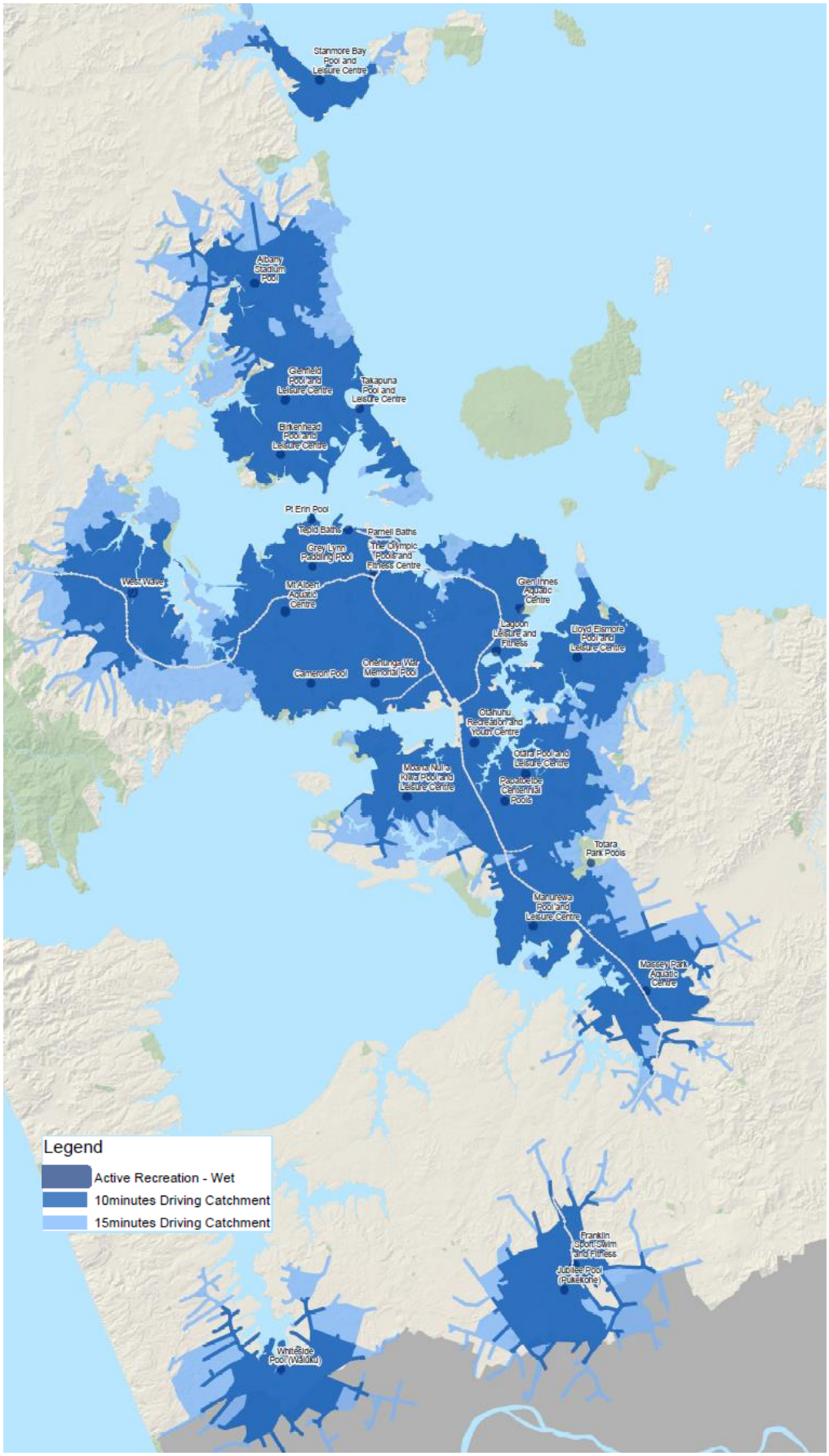


Figure 5 - Catchment areas of pool facilities

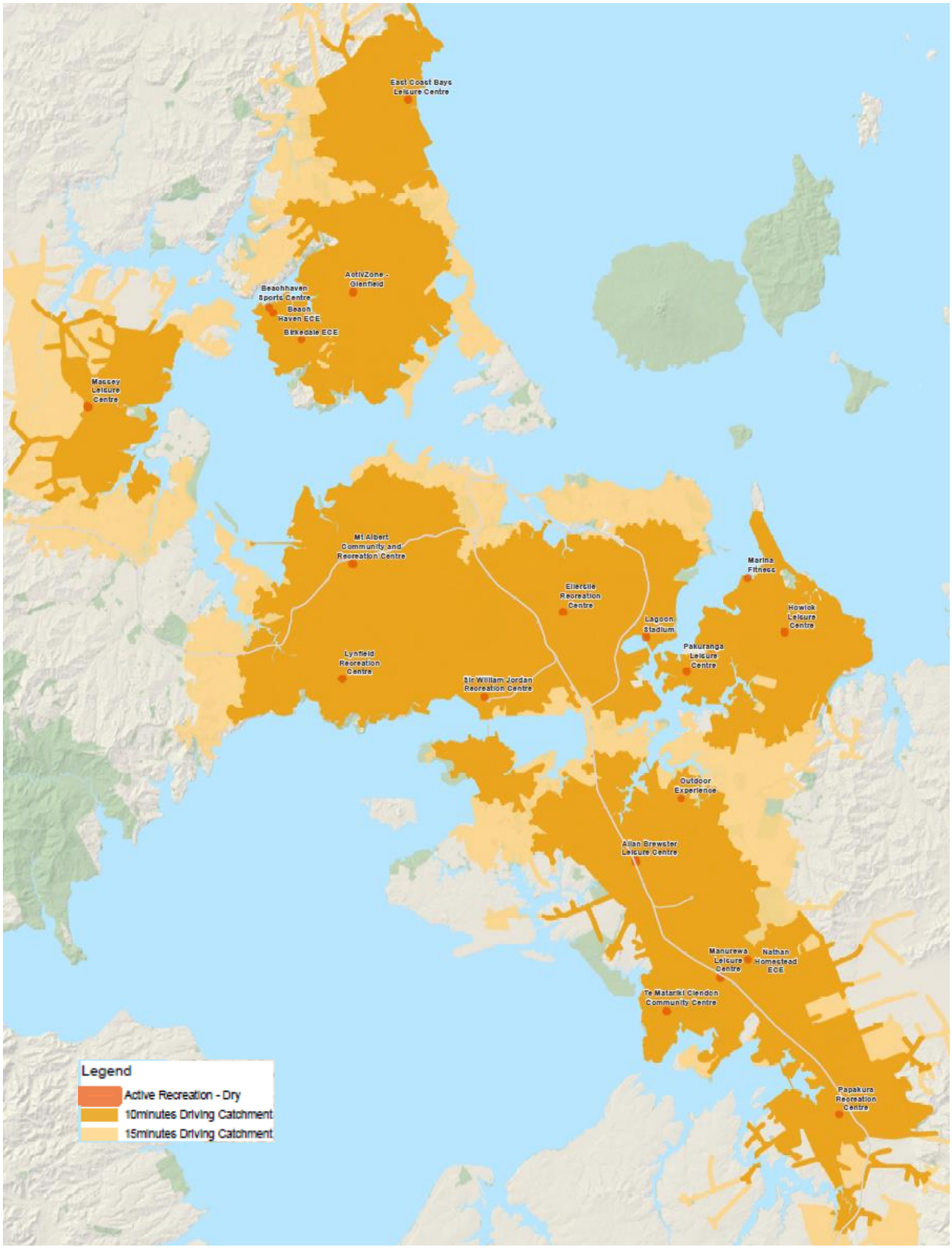


Figure 6 - Catchment areas of leisure facilities

Arts and Culture services

25. The Arts and Culture local service activity funds 36 local arts and culture facilities in the Auckland region, either through direct operation or through our arts partners. The services provided include art galleries, theatres, museum and music facilities. Operational management of Council assets used in the delivery of Arts and Culture services are assessed under the Community Centres and Venues for Hire service line.

26. Regional activities such as public art and regional arts grants and LDI activities are not included in this analysis.

Level of Service Statement	Service Level Measures	Observation
We fund, enable and deliver arts and culture experiences that enhance identity and connect people	Number of facilities	Broad range
	ABS net opex per capita*	Broad range

Table 4 - Arts & Culture LOS Statement and Service Level Measures

27. Levels of service for local arts and culture services vary across the region.

28. The arts and culture facilities in Auckland (and the services within them) have developed in an ad hoc way over time and were not necessarily planned or designed to operate as a single network. The location and scale of facilities is due to a number of historical factors, such as:

    - Previous decisions around funding and asset provision by legacy councils
    - The varied delivery model of arts services provided by legacy councils under community-led approaches
    - The characteristics of local communities
    - How arts organisations within communities have developed over time
    - The ability of communities to pay for arts and culture services.

29. Third parties are often bulk-funded for a bundle of services about which council may receive little service or cost data.

30. In many cases ABS funding continues legacy arrangements. While the larger ‘destination facilities’ tend to have greater funding, there are still many of examples where facilities of similar sizes appear to be given significantly different levels of service funding. The amount of funding provided does not appear to correlate with the number of hours the facilities are open or the number of programmes or performances run.

31. Local Boards have been limited in their ability to change status quo arrangements, even though decisions and promises to communities from previous councils can get out of step with demographics and community change.

Community Centres and Venues for Hire services (including Art Facilities)

32. The Community Centre, Venues for Hire and Arts Facilities service provides access, activation and programming to Aucklanders. Levels of service for Community Centres, Venues for Hire and Arts Facilities (excluding programmes) differ across Local Board areas.

Level of Service Statement	Service Level Measures	Observation
We provide art facilities, community centres and hire venues that enable Aucklanders to run locally responsive activities, promoting participation, inclusion and connection	Number of facilities	Wide range, largest number in rural areas
	Net opex ABS funding per capita	Broad range, no relationship evident
	Access spend per capita	Wide range, with no relationship evident
	Access and programme spend per capita	Wide range, with no relationship evident
	Proportion of community led services	Wide range, highest in rural areas

Table 5 - Community Centres & Venues for Hire LOS Statement and Service Level Measures

33. In reviewing the provision of the Community Centre, Venue for Hire and Arts Facilities service, we find that:

- There is a variation in service levels across the region. Key differences are found in ABS opex allocated per facility, hours of access and hours of activation and programming
- The distribution of the access service generally meets need / demand well across the network
- Activation and programming is variable across the local boards and between community led and council led services.

34. The investment model for community led centres is to intentionally ‘part fund’ the overall requirements of a community group, with Council’s expectation that the community group will leverage council’s investment into additional required revenue and funding from other sources. In general, this model works relatively well in areas with lower deprivation and less well in areas with higher deprivation.

35. Figure 7 illustrates a wide spread in the relationship between spend per capita and the population weighted average deprivation index within a local board area.

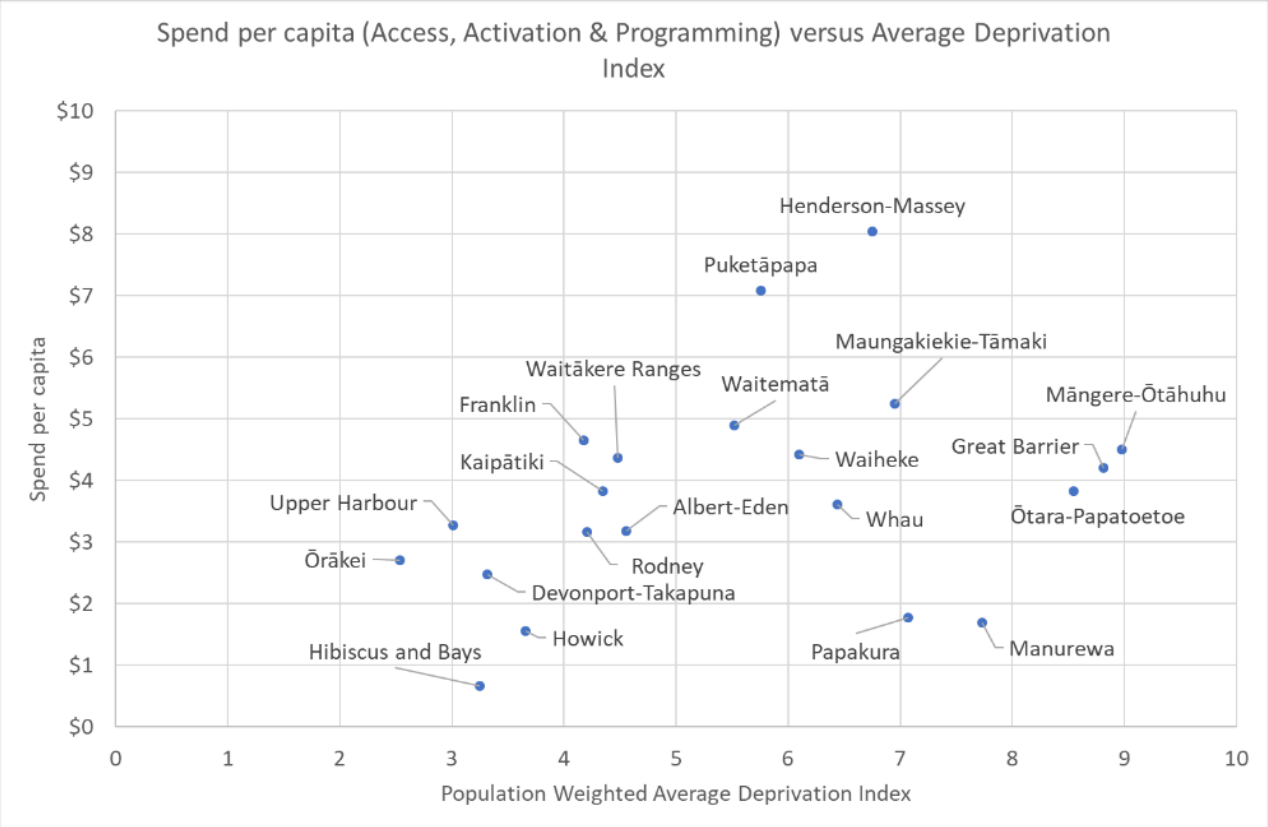


Figure 7 - Spend per capita versus Population Weighted Average Deprivation Index

36. In general, variation in service levels is acceptable and appropriate for services which are funded in order to be responsive to the local and unique needs of communities. The current funding mechanism is not sufficiently responsive and flexible to allow for the deprivation of an area and changing community need, but should be provided for under any proposed change to the funding mechanism.

37. Net operating funding for services is often provided to third parties, with the provider retaining any revenue earned from services and without distinction between access and programming services. As these community-led community centre arrangements come due for renewal, Contracts for Service will be investigated which would provide for greater levels of reporting from the service provider. We note that these requirements will raise the compliance effort for these third parties.

38. Due to the range of factors that influence community need and the way council invests in community groups to support the delivery of activity for the community, it is not possible to determine whether the regional distribution of service levels is meeting community need by looking at only Council's investment in these services.

39. However, based on the relationship between investment and population size it is likely that the distribution of service is reasonable.

Parks services

40. The Parks service supports the safe and enjoyable use of a diverse network of local parks ranging from coastal parks along the east coast to neighbourhood parks throughout residential neighbourhoods. Larger bush reserves, which form green belts are often a point of attraction and provide the much-needed buffer between urbanisation and the natural environment.

41. Regional activities such as regional parks and the Botanic Gardens and LDI activities are not included in this analysis.

Level of Service Statement	Service Level Measures	Observation
We provide safe and accessible parks, reserves and beaches	ABS net opex by project	Wide range due to project specific spend in seven LBs
	Satisfaction with local parks and reserves,	Wide range, generally within 55-80%
	Visits to local parks and reserves in last 12 months (FY18)	Moderate range, generally within 70-90%

Table 6 - Parks Services LOS Statement and Service Level Measures

42. Asset Based Services (ABS) budgets vary significantly across the region. Funding for parks technical reports and advice is reasonably consistent across local boards, however most ABS budgets fund legacy projects not provided across the network, including Project Twin Streams, teaching gardens and co-management arrangements.

43. Local parks projects are also funded through Locally Driven Initiative budgets (LDI), including:

- Supporting volunteer groups to carry out ecological restoration (21 local boards)
- Programmes to identify, increase and protect Auckland's Urban Forest (Ngahere) (10 local boards).

44. Most Auckland residents have visited a local park in the past 12 months, with an average of 79% across the region. Satisfaction with the provision (quality, location and distribution) of local parks and reserves does vary significantly from 48% (Papakura) to 91% (Great Barrier). Contributing factors to some of the lower results may include:

- growth pressures on open space
- increasing demand for new activities on parkland
- access to nearby regional parks.

Events services

45. The sole local service activity is the delivery of citizenship ceremonies to new New Zealand citizens in conjunction with the Dept of Internal Affairs.

46. Most Events service activities are LDI or regionally funded and are not included in this analysis. Regional activities include Movies in Parks and Music in Parks events and Waitangi and Auckland Anniversary Day celebrations. LDI activities include Anzac Day and Christmas events.

Level of Service Statement	Service Level Measures	Observation
We fund, enable and deliver community events and experiences that enhance identify and connect people	Cost per new citizen ($)	Wide range, tending lower for larger ceremonies
	New citizens per capita (000s)	Wide range proportions of new citizens in FY18

Table 7 – Events LOS Statement and Service Level Measures

47. Citizenship Ceremonies are relatively similar across the region. Key findings are:

- The availability of citizenship ceremonies is consistent across Local Boards
- The costs per ceremony and per new citizen vary due to size of ceremony.

Community Empowerment services

48. The sole local service activity delivered from ABS is a grant of $28k provided to Waitākere Enterprise Skills and Training (WEST) in the Henderson-Massey Local Board area.

49. Most community empowerment service activities are LDI or regionally funded which are not included in this analysis. LDI activities include youth services, capacity building and placemaking. Regional activities include graffiti removal and CAB funding.

Level of Service Statement	Service Level Measure	Observation
Utilising the Empowered Communities Approach we support Aucklanders to create thriving, connected and inclusive communities	Programme spend, net opex	Only provided in Henderson-Massey

Table 8 – Community Empowerment LOS Statement and Service Level Measures

50. We noted that some regional services in the Community Empowerment service line, such as security patrols and ACAB funding, were specific to local areas and/or have potential to be devolved to local board areas. Given the breadth of the Service Levels and Funding project this is an area worthy of further review. We propose a review of these and other regional services with local footprint against allocation of decision-making principles[3]. Potential changes will be proposed and consulted on through the next LTP process.

Findings by Local Board

51. Levels of service, charted by each local board, are attached as Appendix 1 – Stock Take Results - Local Board Dashboards.

52. Detailed level of service results, by service line and local board, are tabled at Appendix 2 – Level of Service Measure Results.

[3] Published within each Long Term Plan

5 Conclusions

53. This section summarises the key findings from the review of service levels across all service lines discussed in the previous section.

A range of causes are behind variations in levels of service across local boards

54. As expected, many service levels differ across Local Boards, and we can attribute these differences to the following causes;

- Different community profiles and characteristics across each Local Board area and their specific needs and usage of community services leading to different mix of service levels
- Local Boards prioritise different services (and service delivery models) to align with their local community needs and priorities, leading to different mix of services delivered to local board
- A service activity may not be provided in all local boards, reflecting legacy council arrangements, for example, Parks programming is not offered in all local board areas
- Large assets from which services are delivered are not evenly distributed and nor can this be expected, for example, pool and leisure facilities are not located in all local board areas. Existing asset size and location reflects many years of investment decisions by, to a large extent, legacy councils and, more recently and to a lesser extent, Auckland Council.
    - Asset investments are guided by Council policies and plans, such as the Community Facilities Network Plan (CFNP) and the Open Space Provision Plan, to identify and prioritise asset investment relative to community need. Future investment decisions, and the extent to which they might affect future service levels, falls outside the scope of this review. We note that the CFNP Action Plan is in the process of being updated.

55. It has not been possible in this work to isolate local driven differences from over- or under-delivery of service. Equity in service levels within a community is complex, with that community's characteristics and local demands a significant factor in differing levels of service received by that community.

56. We find that given our diverse communities, it is not possible to isolate locally driven differences from broader systemic service equity issues. Service equity is to be found in the combination of the range of services offered in a community, how well the mix of these services fit the community need, capacity of services offered and the level of service use in that community.

57. Given the intent for local boards to be given increased flexibility of decision-making over operational service levels we should expect increasing service level variations as boards respond to their community needs. This finding shifts the focus of achieving equity in service levels to the level of funding allocated to local boards to deliver local services and the equity of allocation of funding capacity across local boards given their relative community need.

58. This approach is consistent with the objective of *Equitable Capacity* set out in section 19 (4) of the LGACA, Local Boards Funding Policy, attached for reference as Appendix 5.

59. Increased local board decision making will reduce the role of Governing Body and Council officers in managing local service levels. Governing Body will need a framework to clearly articulate minimum service levels for local activities where needed, such as to support Auckland Plan and other regional strategy outcomes. The next phase of this project will

develop a framework for identifying these services and developing options for their minimum levels for consideration by local boards and the Governing Body.

Insights are limited by detail and availability of data

60. A detailed analysis of service levels requires a significant volume of quality data and limits on data availability has impacted on analysis in some areas. These challenges highlight a significant improvement opportunity to raise the quality and availability of knowledge of our customers and the services they use. For example:

    - Auckland Council prioritises community-led delivery over council delivery in many services. Arrangements with third parties take a variety of forms and levels of transparency, including grants, funding arrangements and contracts for service. Auckland Council does not receive consistent data on services through these arrangements and this impacts on the level of analysis possible on service levels
    - Revenue and cost breakdowns by service activity were not available in all service lines, often due to relationships with third party providers
    - Investment in improved systems and processes often results in changes to data gathering approaches. When these data sets are not consistent, it is not possible to aggregate and compare data
    - Detail on the characteristics of customers using services was sparse. Customer surveys on usage provide some insight but are not sufficiently detailed for our analysis
    - Detail on the use of services by Māori was also not available and specific analysis on levels of service to Māori has not been completed.

61. Community Services had identified this significant opportunity in customer and service information and is completing a business case for development of a customer data warehouse. This data warehouse will collect high quality customer data from all community services for greater insight into our customers and how our services need to develop to meet the growing and changing needs of Aucklanders. This investment will leverage recent investment in a new customer management system for Active Recreation.

62. From our review across service lines we note that Council provides significant support to communities through community leases, under the Community Occupancy Guidelines, which provide community groups such as clubs and charities land and/or buildings from which they can operate.

    - Lease costs are set at ‘peppercorn’ rates, typically $1 per annum, resulting in significant funding to communities that cannot be valued from information Council currently holds.
    - The non-cash, or ‘in-kind’, funding provided to local communities through community leases cannot be reliably estimated and is not included in this analysis
    - These findings will be fed into the current review of the Guidelines[4], with changes to feed into the next LTP process.

63. We note that some service lines are moving towards arrangements with third parties which will provide Council more information on their customers and this information will provide greater insight to service levels.

64. Providing local boards with greater level of decision-making responsibility will require quality advice based on good quality data. A programme of data improvement should be developed

[4] The review of Community Occupancy Guidelines, 2012, was reported to the November 2018 meeting of the Environment and Community Committee, CP2018/21265.

for implementation as service lines renew arrangements with third party providers, business systems bed in and customer insight tools are developed.

Sub-regional services play a significant role in service to multiple local boards

65. Aucklanders access services across Auckland where they live, work and play and some services such as libraries and pools operate in networks with catchments that can span several local boards. Current data on how customers use local services outside the local board areas they live in is not available. However, if volumes of use across local board boundaries are similar, and offset each other, they will not affect overall usage levels and therefore comparisons between usage levels and population within a Local Board are valid.

66. Analysis highlighted several services for which rates of use were significantly higher than would be solely expected from the local population, i.e. per capita. A number of these services can be described as ‘sub-regional’ or ‘destination’ services, for example, Central City Library and Westwave.

67. Conversely, analysis also highlighted services for which rates of customer use were significantly lower than would be expected from the local population, possibly due to the presence nearby of sub-regional type services.

68. Subsequent phases of this project will investigate and develop options for equitable local board funding of local services. From these observations, funding of sub regional services should be addressed explicitly, particularly in any options which refer to local board population.

Classification of current service activities as local or regional should be reviewed

69. We noted some regionally funded services which were specific to local areas and/or have potential to be devolved to local board areas. Examples include security patrols for specific areas and ACAB funding for Community Advice Bureaus across Auckland.

70. Local services often include activities that benefit all local boards and are not specific to local boards. Examples include shared support services across room and venue hire and providing parks technical reports to local boards. We note a range of reasonable approaches to funding and reporting these activities and their costs however a more consistent approach is appropriate.

71. Given the breadth of the Service Levels and Funding project this is an area worthy of further investigation. A principle-based review of the allocation of services to regional or local funding and decision making should be undertaken. Any outcomes would be proposed and consulted on through the next LTP process.

6 Next Steps

72. Several pieces of further work have arisen from this Existing Service Levels phase of the Service Levels and Funding Project;

- A programme of service data quality and consistency improvements will be designed for these service lines for implementation as service lines renew arrangements with third party providers, business systems bed in and customer insight tools are developed
- A principle-based review of the allocation of some services to regional or local funding and decision making will be completed. Should the review lead to any funding change proposals, these would be consulted on through the next LTP process.

73. The second phase of this Project will investigate options for minimum service levels for each service activity to provide local boards more flexibility to make local decisions on service level changes;

- Local Boards are allocated decision-making responsibility for *'Setting service specifications for local activities* ***subject to*** *any minimum service specification that the governing body has decided, for policy reasons, to set on an Auckland-wide basis.'* Refer to Appendix 4 - Local Board Decision Making Responsibility for more background
- This phase will consider what Auckland-wide outcomes might depend on local service levels and what minimum service levels might be required to support those regional outcomes
- Local Boards will be engaged on proposals for minimum service levels for local activities and consulted on final proposals before being presented to the Governing Body for decision.

74. The third phase of this Project is the investigation and development of options to provide local boards with equitable funding capacity for their communities and increased decision making by local boards over local services;

- Funding allocation approaches will consider in-kind funding such as community leases
- This phase will include the definition of sub regional services and their funding impacts
- Local Boards will be engaged in the development of options and consulted on final proposals before being presented to the Governing Body for decision.

75. Figure 8 provides an overview of the Project phases and timings.

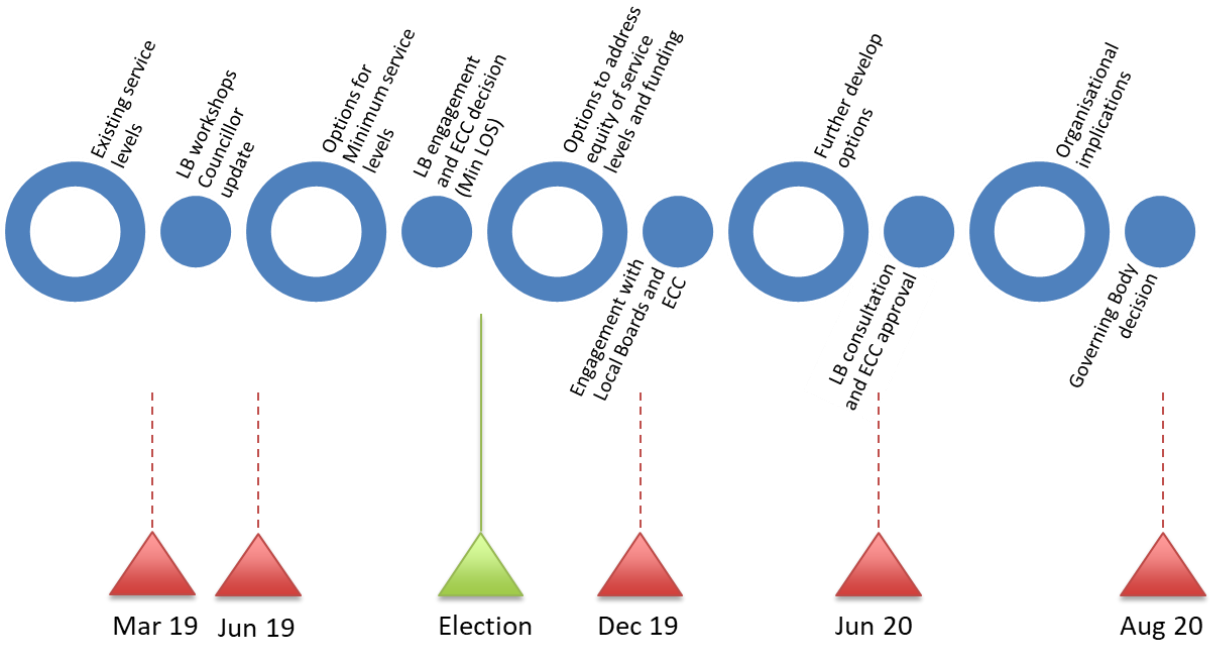


Figure 8 - Service Levels and Funding Project Timeline

76. The fourth and final phase, relating to organisational implications of change decisions, will be defined and planned towards the end of this year.

Appendix 1 – Stock Take Results - Local Board Dashboards

77. This section introduces local board service level dashboards used to present service level stock take results for each Local Board. The Local Service Level Dashboard has been developed to show variation in local board service levels on one page, and allow a wider view across all service levels in a local board.

78. Where possible service levels for service lines are separated into:

- Access - making available assets required for a service-based activity, such as opening and staffing the facility but excluding the provision of any services from the facility
- Activation - enlivening public spaces through the staging of events or physical alteration of public spaces to encourage the use of spaces for health, happiness and well being
- Programming - delivery of programmes, instruction, training and interactive events that grows the skills of Aucklanders and their confidence within their community and grows community engagement and capability.

Interpreting Service Levels Dashboards

79. The following section highlights and explains key elements of an example dashboard, Figure 9.

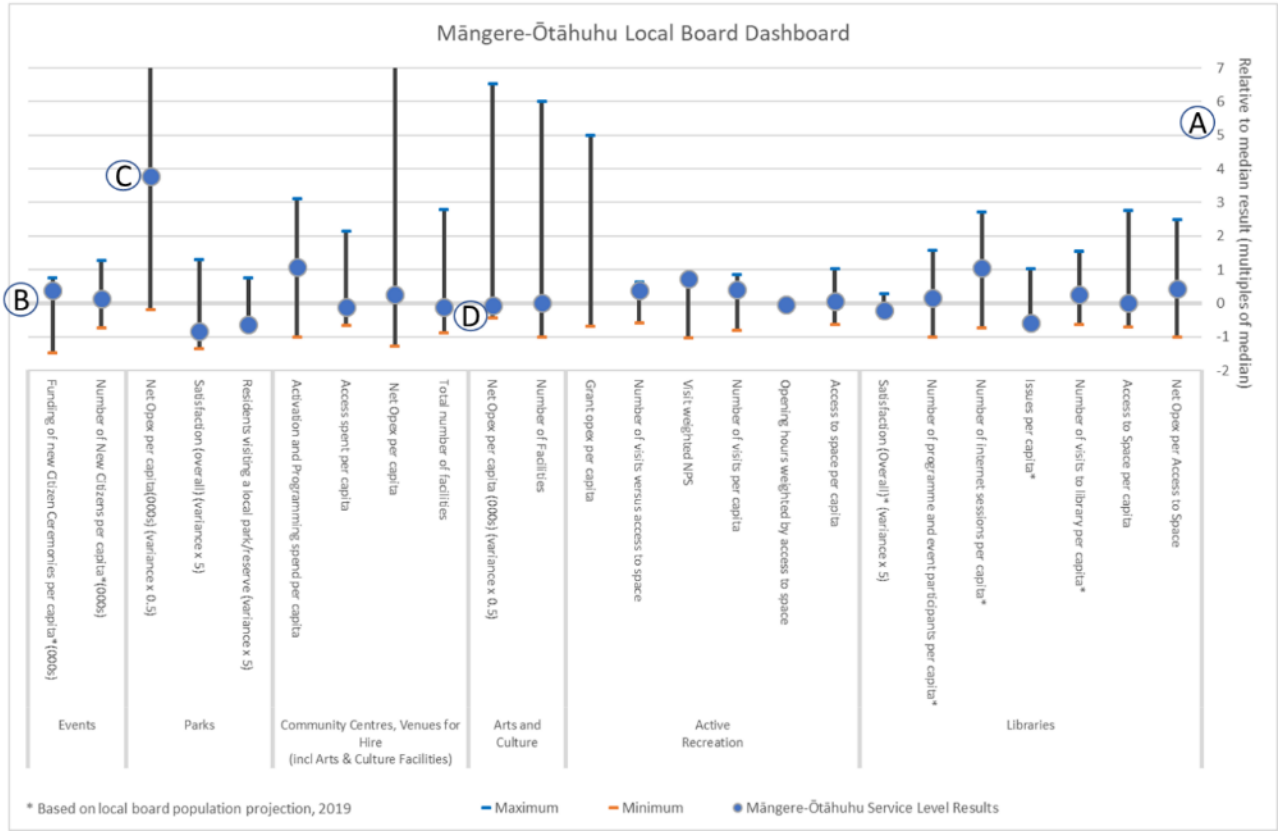


Figure 9 – Example of Service Level Dashboard

80. Service level measures are grouped by service lines across the bottom of the chart, e.g., Libraries, Active Recreation, Arts & Culture, etc. The right-hand side axis (A) represents where local board service levels sit relative to one another.

81. The range of local board results for each measure are shown by vertical black bars. The solid grey line (B) running horizontally through each of these black bars represents the middle result of all local boards. All 21 local boards are represented along these black bars, with ten local boards sitting above the grey line, ten local boards sitting below the grey line and one local board sitting on the grey line.

82. The local board with the highest service level sits at the top of line and the local board with the lowest service level sits at the bottom of the line. Length of line is important, with some lines longer than others. A longer bar indicates that there is more variation in that service level across local boards. Longer bars, such as in Arts and Culture measures, represent more spread between local boards. Shorter bars, such as in Active Recreation measures, represents less spread between local boards.

83. Blue dots represent where a particular local board sits relative to other local boards for each service level measure. A dashboard has been prepared for each local board and the example at Figure 9, for Mangere Otahuhu Local Board, shows that for one service this local board receives a high service level (C) and for another service sits in the middle of the range (D).

84. This dashboard view raises a number of questions, e.g., why is a local board at top of a service level?

    - This could be an historic reason; perhaps a facility is located in this local board area, but not in other local boards, so extra resources are related to that activity.
    - Where a local boards results sits may simply reflect our unique communities. Local boards have different priorities and local board areas have different populations and needs, so it is perfectly natural to see dots vary up and down between charts.

85. We expect variation, as not all Aucklanders are alike and not all local board areas have exactly the same needs. The dashboard raises the question for local boards of whether the distribution of service levels aligns with its community needs and priorities.

86. When considering service level measures, the proportion of operating expenditure invested in each service line provides a sense of relativity. Figure 10 - Proportion of operating expenditure (2018/19 budget) by service line, presents FY19 operating expenditure budget from Table 1 in graphical form and demonstrates that the bulk of operating expenditure, more than 75%, is invested in Active Recreation and Libraries services, with 20% invested in Community Places and Arts & Culture.

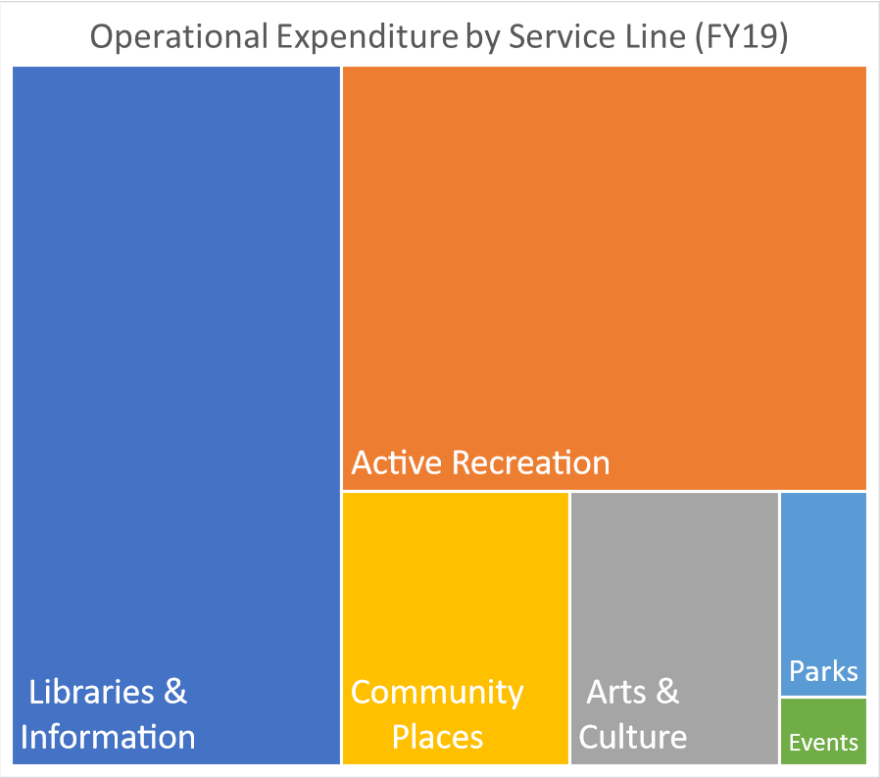


Figure 10 - Proportion of operating expenditure (2018/19 budget) by service line

Multipliers

87. To help compare results with very narrow ranges the variation of results may be **increased**, e.g., the range of satisfaction measures are multiplied by 5 and labelled ‘variance x 5’.

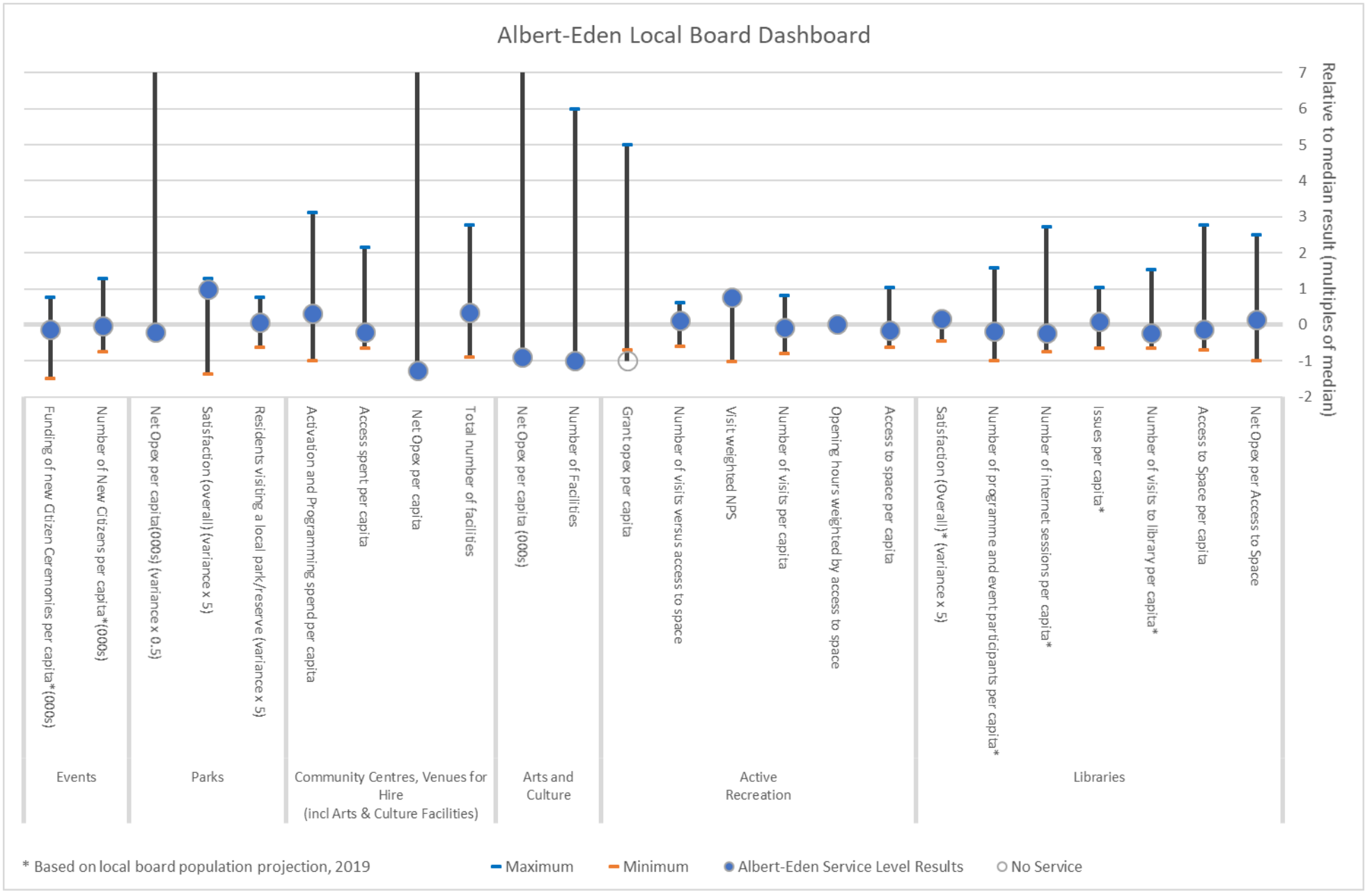
88. Results with very wide ranges can exceed the charted range so variation of results may be **decreased** e.g., the range of net ABS opex for Community Centres, is divided by 4 (multiplied by 0.25) and labelled ‘variance x 0.25’.

89. Service level measures with no result charted indicate that either the service is not offered or a result is not available for that local board.

Other Local Board material

90. Service Level results for all local boards are tabled and attached as Appendix 2 – Level of Service Measure Results.

91. Key demographic measures for each local board area, based on the NZ Census results of 2013, are attached as Appendix 3 – Local Board Demographic Measure.


Albert-Eden Local Board Dashboard
Relative to median result (multiples of median)
7
6
5
4
3
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1
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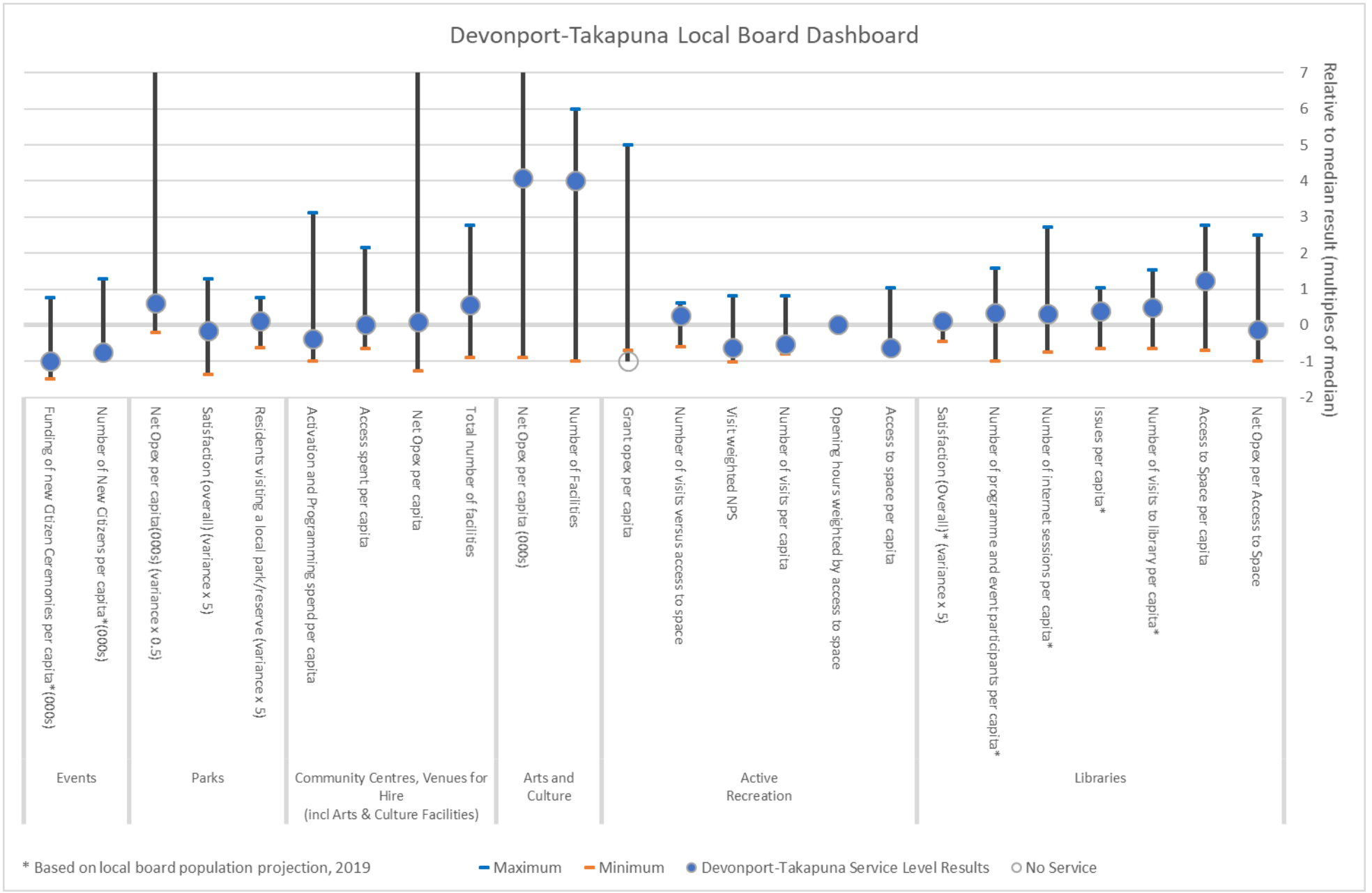
-1
-2
Funding of new Citizen Ceremonies per capita* (000s)
Number of New Citizens per capita*(000s)
Net Opex per capita(000s) (variance x 0.5)
Satisfaction (overall) (variance x 5)
Residents visiting a local park/reserve (variance x 5)
Activation and Programming spend per capita
Access spent per capita
Net Opex per capita
Total number of facilities
Net Opex per capita (000s)
Number of Facilities
Grant opex per capita
Number of visits versus access to space
Visit weighted NPS
Number of visits per capita
Opening hours weighted by access to space
Access to space per capita
Satisfaction (Overall)* (variance x 5)
Number of programme and event participants per capita*
Number of internet sessions per capita*
Issues per capita*
Number of visits to library per capita*
Access to Space per capita
Net Opex per Access to Space
Events
Parks
Community Centres, Venues for Hire (incl Arts & Culture Facilities)
Arts and Culture
Active Recreation
Libraries
* Based on local board population projection, 2019
Maximum
Minimum
Albert-Eden Service Level Results
No Service


Devonport-Takapuna Local Board Dashboard
Relative to median result (multiples of median)
7
6
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-1
-2
Funding of new Citizen Ceremonies per capita* (000s)
Number of New Citizens per capita*(000s)
Net Opex per capita(000s) (variance x 0.5)
Satisfaction (overall) (variance x 5)
Residents visiting a local park/reserve (variance x 5)
Activation and Programming spend per capita
Access spent per capita
Net Opex per capita
Total number of facilities
Net Opex per capita (000s)
Number of Facilities
Grant opex per capita
Number of visits versus access to space
Visit weighted NPS
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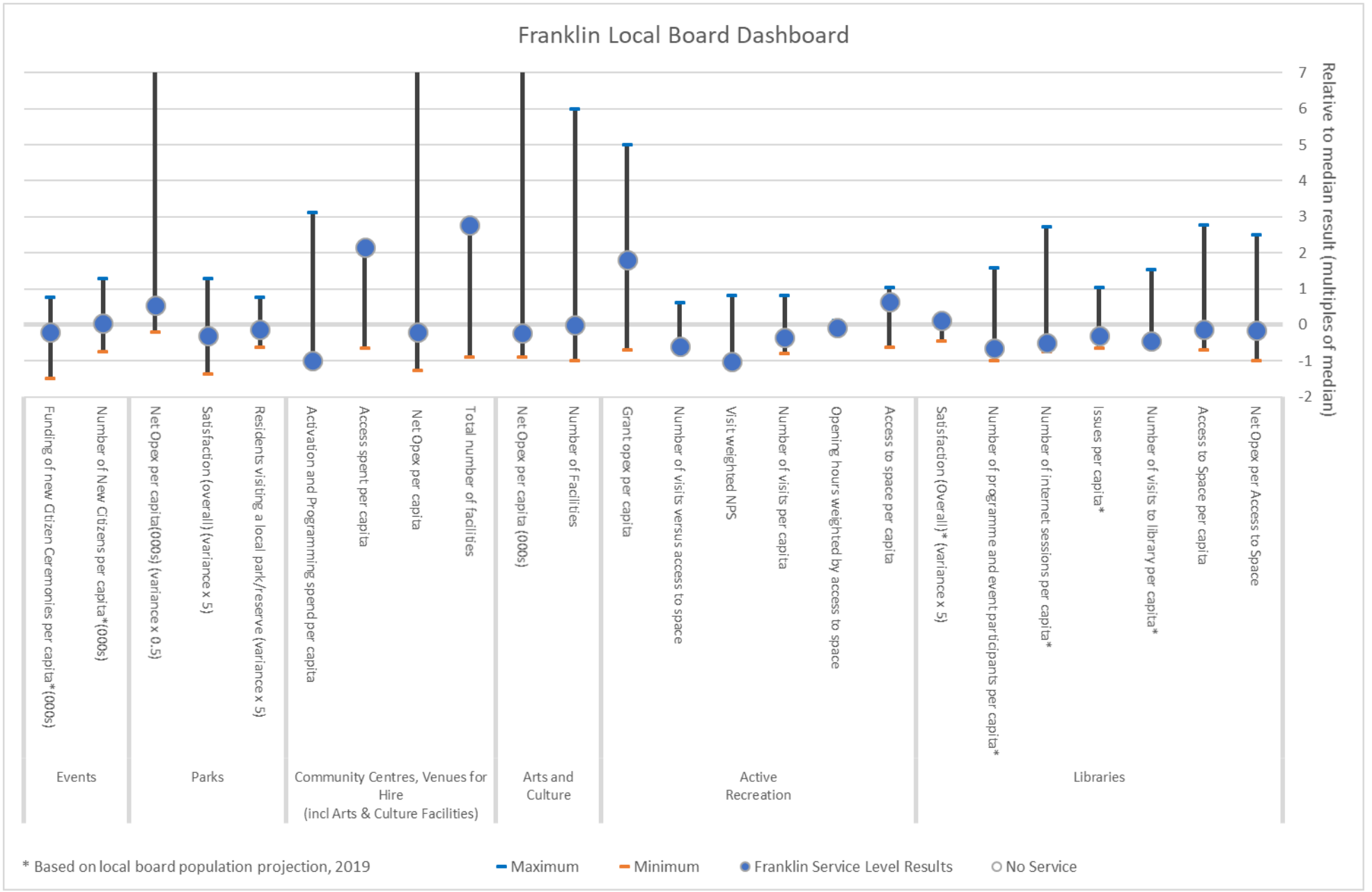
Opening hours weighted by access to space
Access to space per capita
Satisfaction (Overall)* (variance x 5)
Number of programme and event participants per capita*
Number of internet sessions per capita*
Issues per capita*
Number of visits to library per capita*
Access to Space per capita
Net Opex per Access to Space
Events
Parks
Community Centres, Venues for Hire (incl Arts & Culture Facilities)
Arts and Culture
Active Recreation
Libraries
* Based on local board population projection, 2019
Maximum
Minimum
Devonport-Takapuna Service Level Results
No Service


Franklin Local Board Dashboard
Relative to median result (multiples of median)
7
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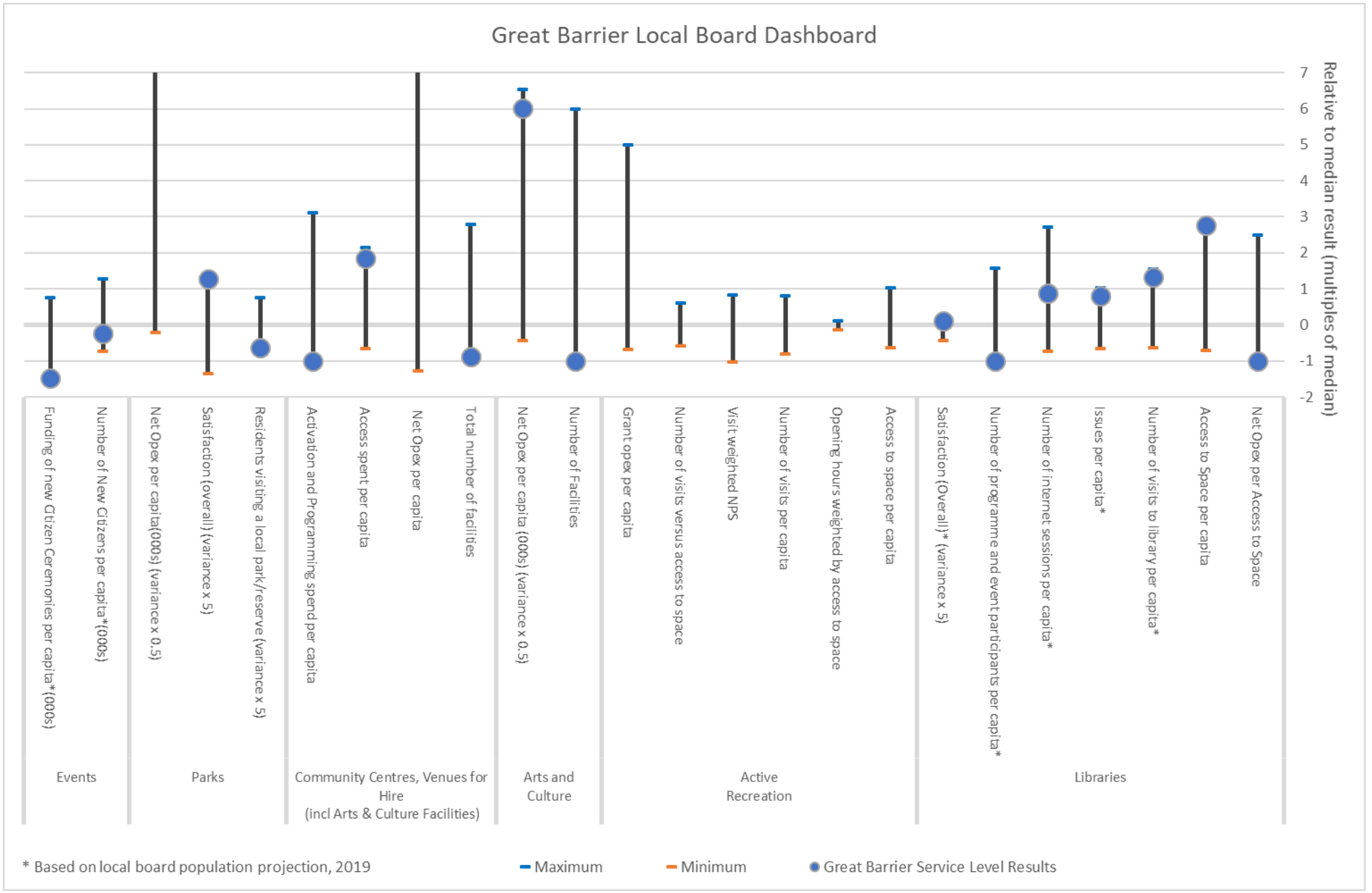
-2
Funding of new Citizen Ceremonies per capita* (000s)
Number of New Citizens per capita*(000s)
Net Opex per capita(000s) (variance x 0.5)
Satisfaction (overall) (variance x 5)
Residents visiting a local park/reserve (variance x 5)
Activation and Programming spend per capita
Access spent per capita
Net Opex per capita
Total number of facilities
Net Opex per capita (000s)
Number of Facilities
Grant opex per capita
Number of visits versus access to space
Visit weighted NPS
Number of visits per capita
Opening hours weighted by access to space
Access to space per capita
Satisfaction (Overall)* (variance x 5)
Number of programme and event participants per capita*
Number of internet sessions per capita*
Issues per capita*
Number of visits to library per capita*
Access to Space per capita
Net Opex per Access to Space
Events
Parks
Community Centres, Venues for Hire (incl Arts & Culture Facilities)
Arts and Culture
Active Recreation
Libraries
* Based on local board population projection, 2019
Maximum
Minimum
Franklin Service Level Results
No Service


Great Barrier Local Board Dashboard
Relative to median result (multiples of median)
7
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Funding of new Citizen Ceremonies per capita* (000s)
Number of New Citizens per capita*(000s)
Net Opex per capita(000s) (variance x 0.5)
Satisfaction (overall) (variance x 5)
Residents visiting a local park/reserve (variance x 5)
Activation and Programming spend per capita
Access spent per capita
Net Opex per capita
Total number of facilities
Net Opex per capita (000s) (variance x 0.5)
Number of Facilities
Grant opex per capita
Number of visits versus access to space
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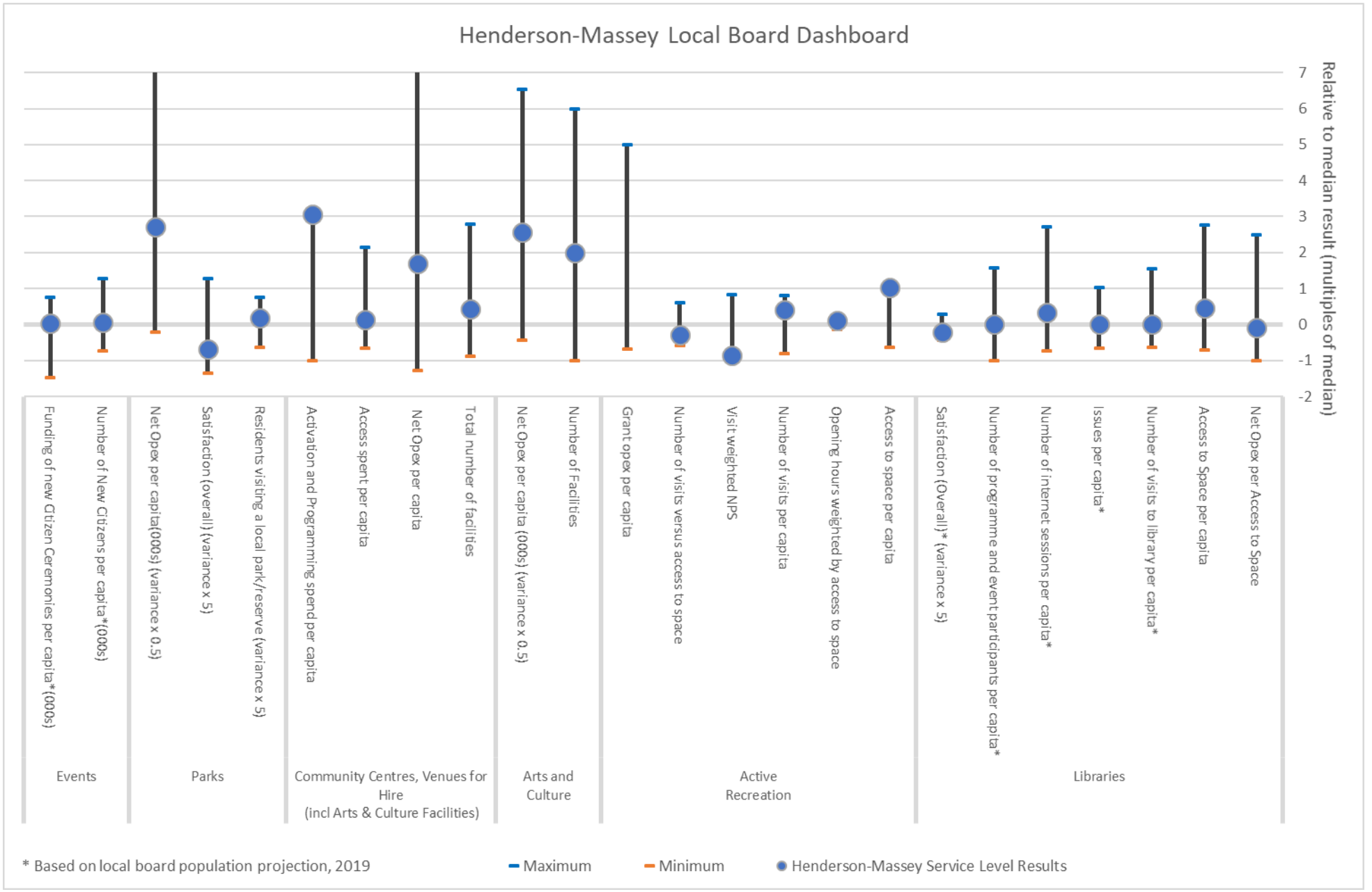
Number of visits per capita
Opening hours weighted by access to space
Access to space per capita
Satisfaction (Overall)* (variance x 5)
Number of programme and event participants per capita*
Number of internet sessions per capita*
Issues per capita*
Number of visits to library per capita*
Access to Space per capita
Net Opex per Access to Space
Events
Parks
Community Centres, Venues for Hire (incl Arts & Culture Facilities)
Arts and Culture
Active Recreation
Libraries
* Based on local board population projection, 2019
Maximum
Minimum
Great Barrier Service Level Results


Henderson-Massey Local Board Dashboard
Relative to median result (multiples of median)
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Funding of new Citizen Ceremonies per capita*(000s)
Number of New Citizens per capita*(000s)
Net Opex per capita(000s) (variance x 0.5)
Satisfaction (overall) (variance x 5)
Residents visiting a local park/reserve (variance x 5)
Activation and Programming spend per capita
Access spent per capita
Net Opex per capita
Total number of facilities
Net Opex per capita (000s) (variance x 0.5)
Number of Facilities
Grant opex per capita
Number of visits versus access to space
Visit weighted NPS
Number of visits per capita
Opening hours weighted by access to space
Access to space per capita
Satisfaction (Overall)* (variance x 5)
Number of programme and event participants per capita*
Number of internet sessions per capita*
Issues per capita*
Number of visits to library per capita*
Access to Space per capita
Net Opex per Access to Space
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Parks
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Arts and Culture
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Libraries
* Based on local board population projection, 2019
Maximum
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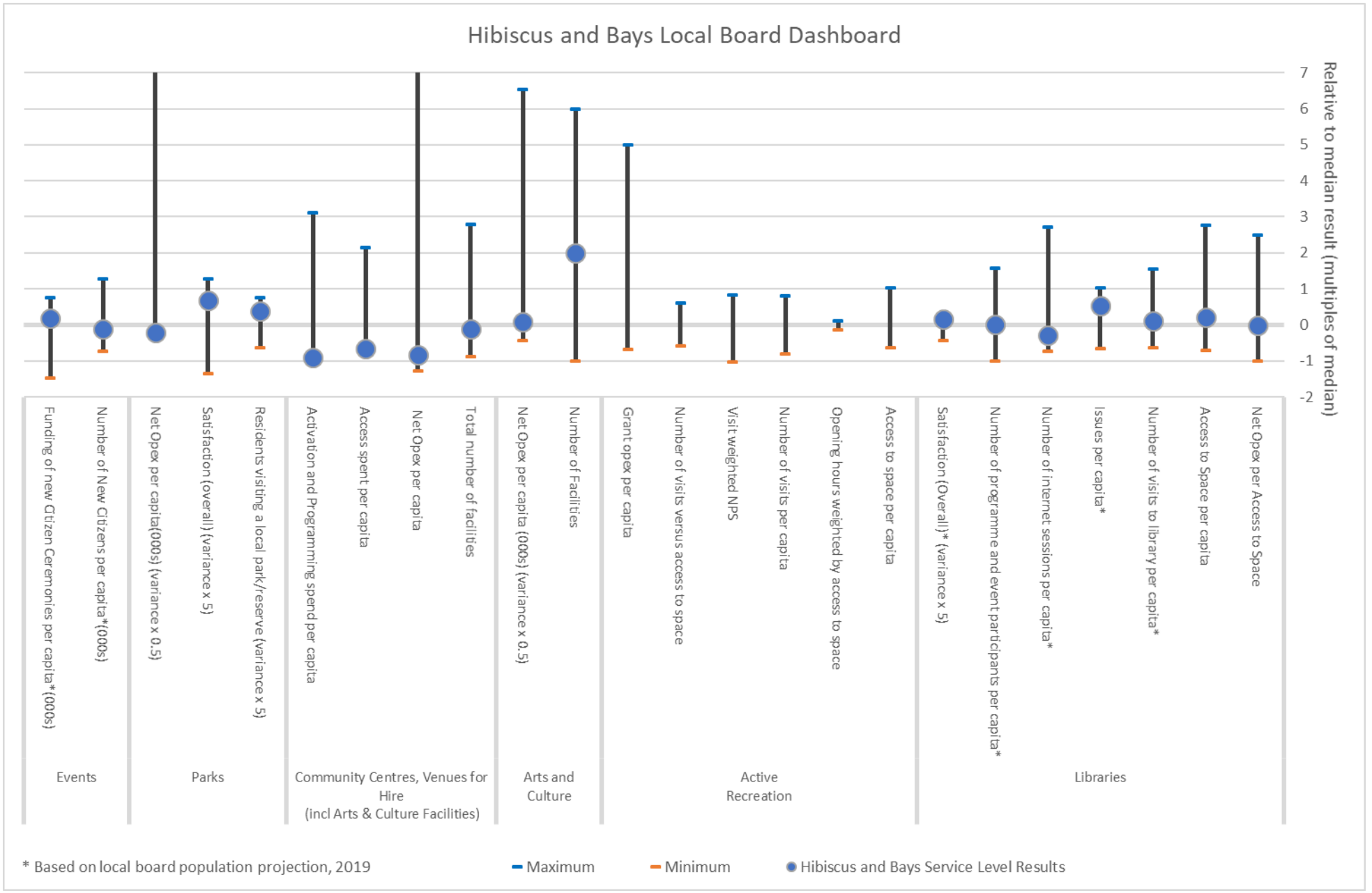
Henderson-Massey Service Level Results


Hibiscus and Bays Local Board Dashboard
Relative to median result (multiples of median)
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Funding of new Citizen Ceremonies per capita* (000s)
Number of New Citizens per capita*(000s)
Net Opex per capita(000s) (variance x 0.5)
Satisfaction (overall) (variance x 5)
Residents visiting a local park/reserve (variance x 5)
Activation and Programming spend per capita
Access spent per capita
Net Opex per capita
Total number of facilities
Net Opex per capita (000s) (variance x 0.5)
Number of Facilities
Grant opex per capita
Number of visits versus access to space
Visit weighted NPS
Number of visits per capita
Opening hours weighted by access to space
Access to space per capita
Satisfaction (Overall)* (variance x 5)
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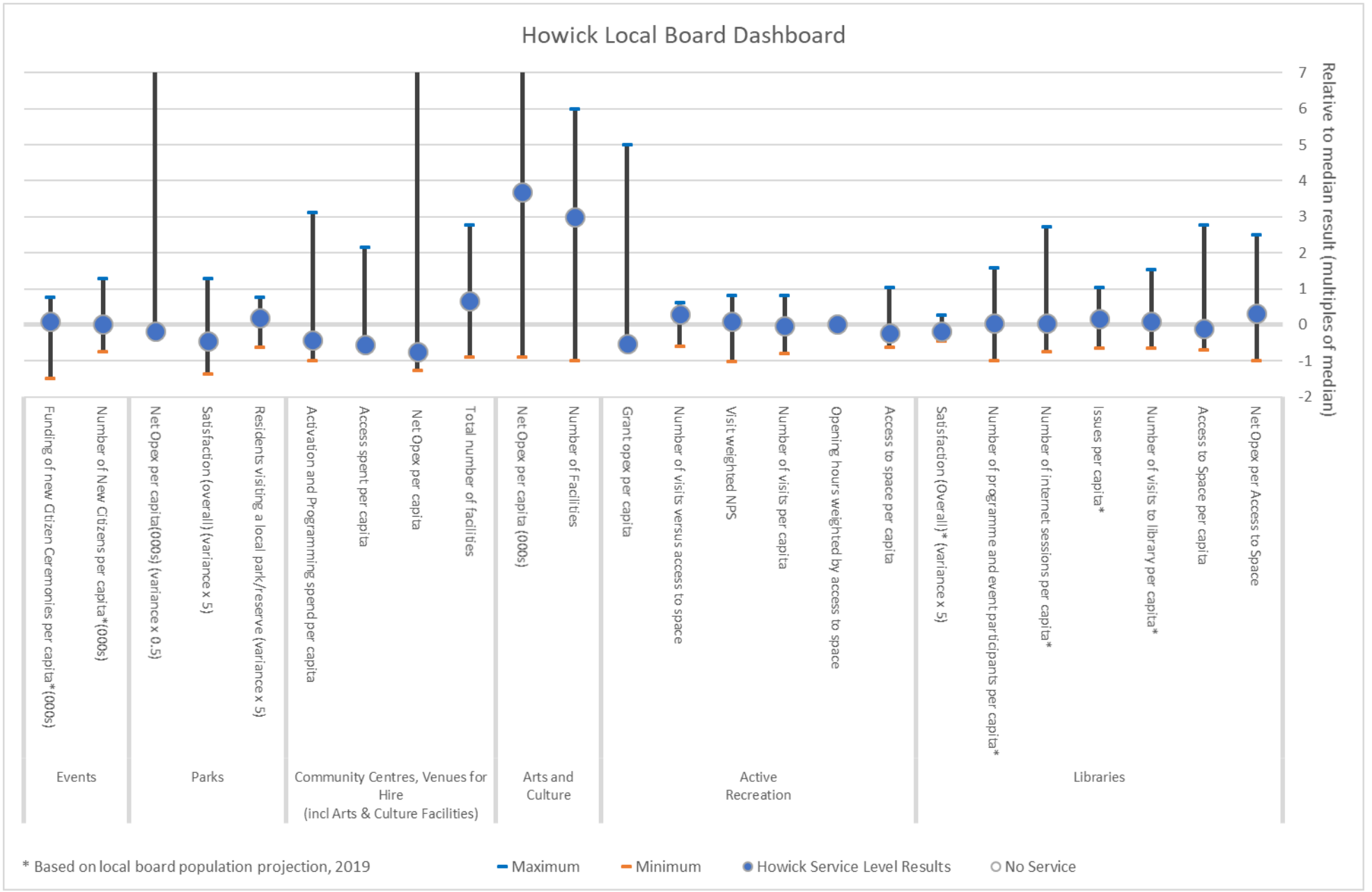
Access to Space per capita
Net Opex per Access to Space
Events
Parks
Community Centres, Venues for Hire (incl Arts & Culture Facilities)
Arts and Culture
Active Recreation
Libraries
* Based on local board population projection, 2019
Maximum
Minimum
Hibiscus and Bays Service Level Results


Howick Local Board Dashboard
Relative to median result (multiples of median)
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Funding of new Citizen Ceremonies per capita* (000s)
Number of New Citizens per capita*(000s)
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Opening hours weighted by access to space
Access to space per capita
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Number of internet sessions per capita*
Issues per capita*
Number of visits to library per capita*
Access to Space per capita
Net Opex per Access to Space
Events
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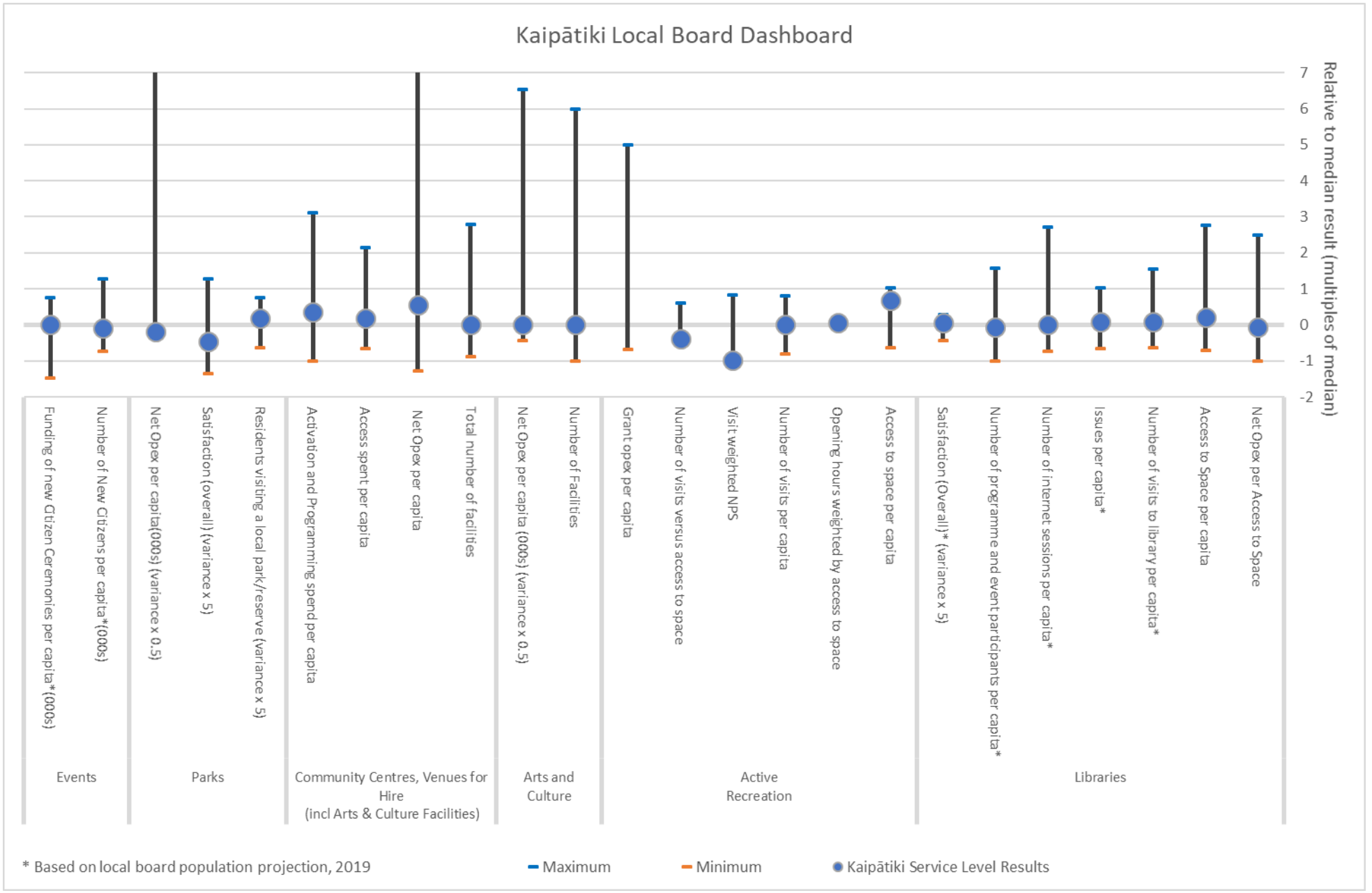
Community Centres, Venues for Hire (incl Arts & Culture Facilities)
Arts and Culture
Active Recreation
Libraries
* Based on local board population projection, 2019
Maximum
Minimum
Howick Service Level Results
No Service


Kaipātiki Local Board Dashboard
Relative to median result (multiples of median)
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Funding of new Citizen Ceremonies per capita* (000s)
Number of New Citizens per capita*(000s)
Net Opex per capita(000s) (variance x 0.5)
Satisfaction (overall) (variance x 5)
Residents visiting a local park/reserve (variance x 5)
Activation and Programming spend per capita
Access spent per capita
Net Opex per capita
Total number of facilities
Net Opex per capita (000s) (variance x 0.5)
Number of Facilities
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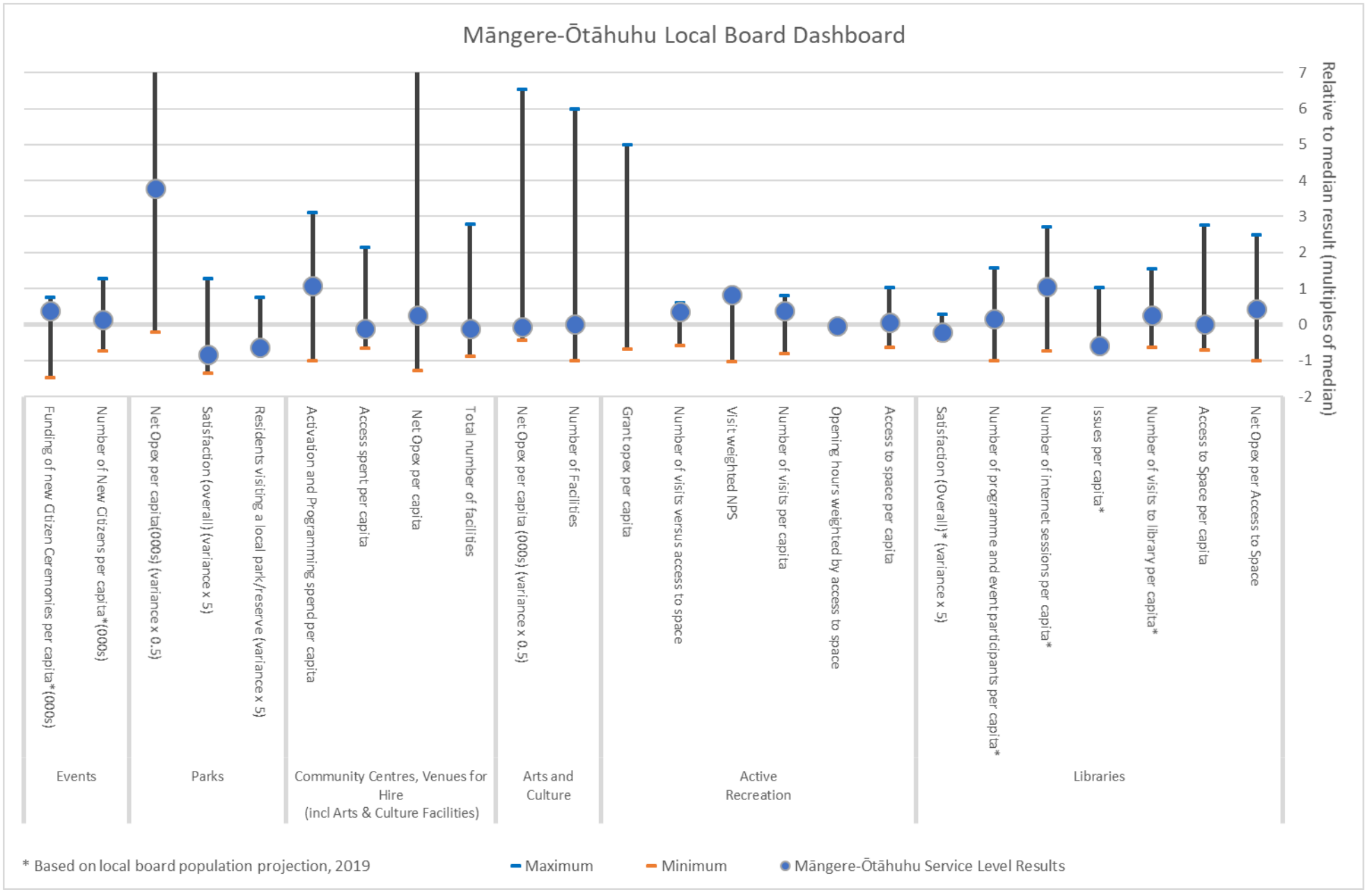
Opening hours weighted by access to space
Access to space per capita
Satisfaction (Overall)* (variance x 5)
Number of programme and event participants per capita*
Number of internet sessions per capita*
Issues per capita*
Number of visits to library per capita*
Access to Space per capita
Net Opex per Access to Space
Events
Parks
Community Centres, Venues for Hire (incl Arts & Culture Facilities)
Arts and Culture
Active Recreation
Libraries
* Based on local board population projection, 2019
Maximum
Minimum
Kaipātiki Service Level Results


Māngere-Ōtāhuhu Local Board Dashboard
Relative to median result (multiples of median)
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Funding of new Citizen Ceremonies per capita* (000s)
Number of New Citizens per capita*(000s)
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Number of visits versus access to space
Visit weighted NPS
Number of visits per capita
Opening hours weighted by access to space
Access to space per capita
Satisfaction (Overall)* (variance x 5)
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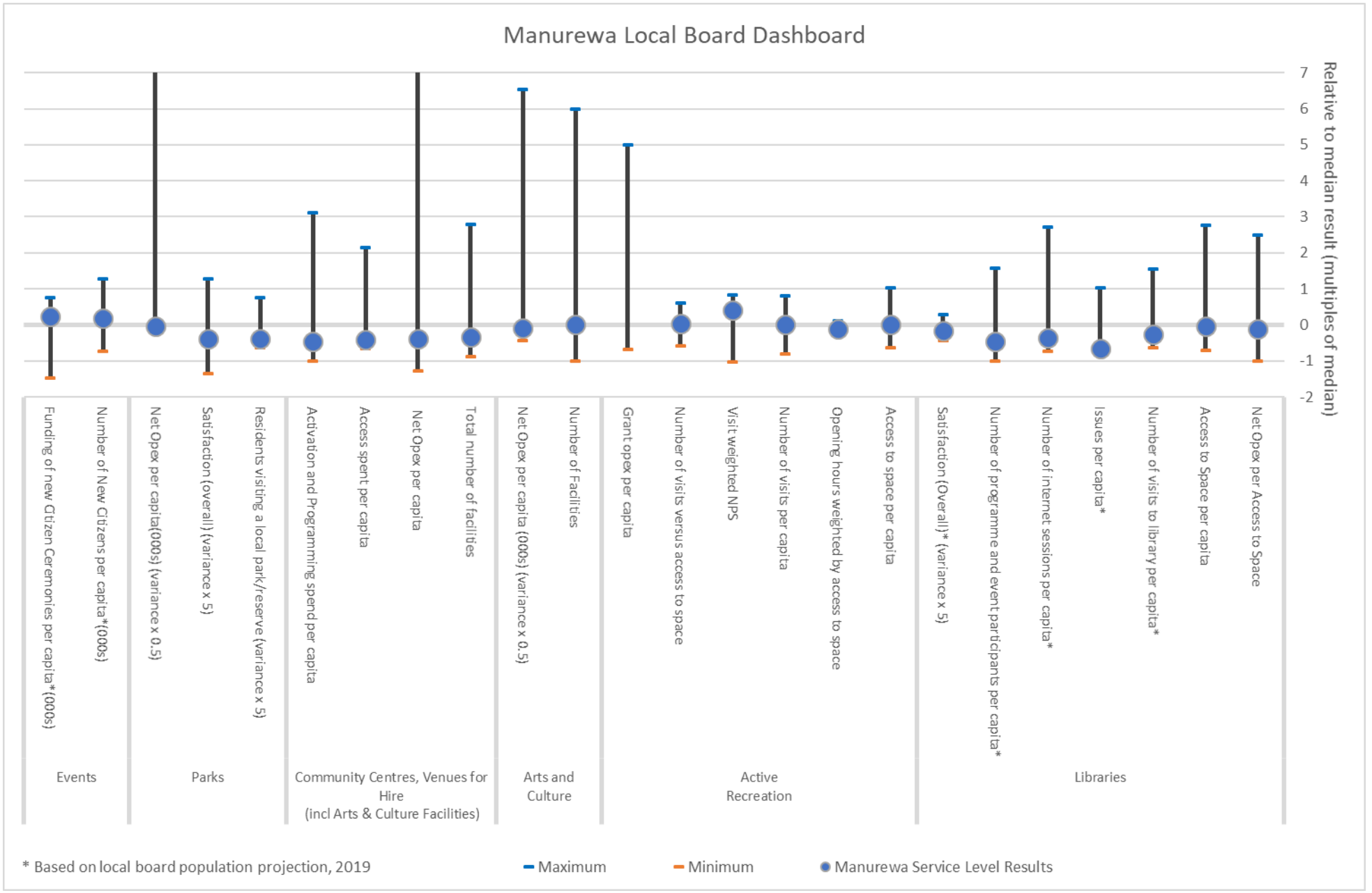
Issues per capita*
Number of visits to library per capita*
Access to Space per capita
Net Opex per Access to Space
Events
Parks
Community Centres, Venues for Hire (incl Arts & Culture Facilities)
Arts and Culture
Active Recreation
Libraries
* Based on local board population projection, 2019
Maximum
Minimum
Māngere-Ōtāhuhu Service Level Results


Manurewa Local Board Dashboard
Relative to median result (multiples of median)
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-2
Funding of new Citizen Ceremonies per capita*(000s)
Number of New Citizens per capita*(000s)
Net Opex per capita(000s) (variance x 0.5)
Satisfaction (overall) (variance x 5)
Residents visiting a local park/reserve (variance x 5)
Activation and Programming spend per capita
Access spent per capita
Net Opex per capita
Total number of facilities
Net Opex per capita (000s) (variance x 0.5)
Number of Facilities
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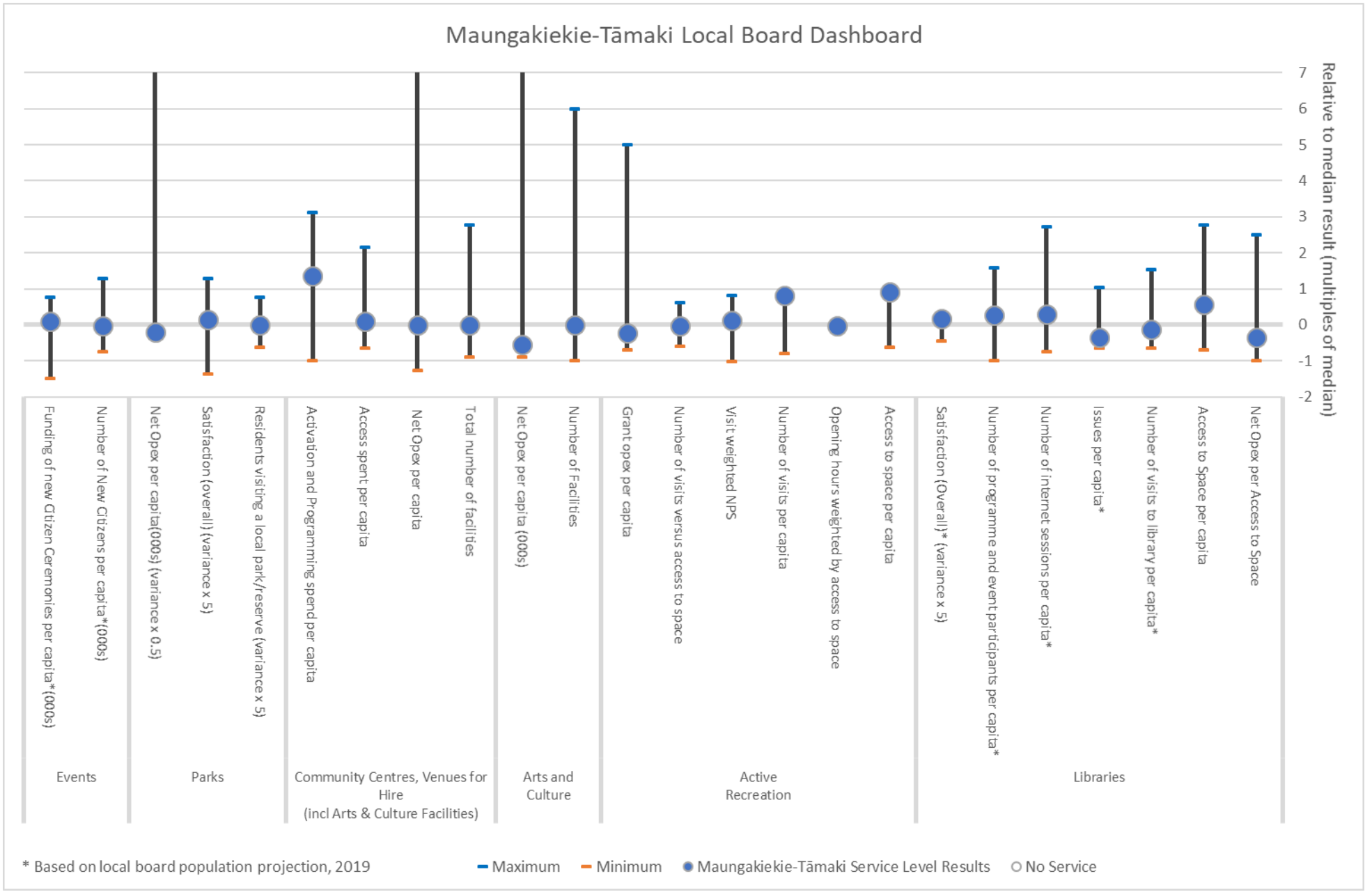
Number of visits versus access to space
Visit weighted NPS
Number of visits per capita
Opening hours weighted by access to space
Access to space per capita
Satisfaction (Overall)* (variance x 5)
Number of programme and event participants per capita*
Number of internet sessions per capita*
Issues per capita*
Number of visits to library per capita*
Access to Space per capita
Net Opex per Access to Space
Events
Parks
Community Centres, Venues for Hire (incl Arts & Culture Facilities)
Arts and Culture
Active Recreation
Libraries
* Based on local board population projection, 2019
Maximum
Minimum
Manurewa Service Level Results


Maungakiekie-Tāmaki Local Board Dashboard
Relative to median result (multiples of median)
7
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-2
Funding of new Citizen Ceremonies per capita* (000s)
Number of New Citizens per capita*(000s)
Net Opex per capita(000s) (variance x 0.5)
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Residents visiting a local park/reserve (variance x 5)
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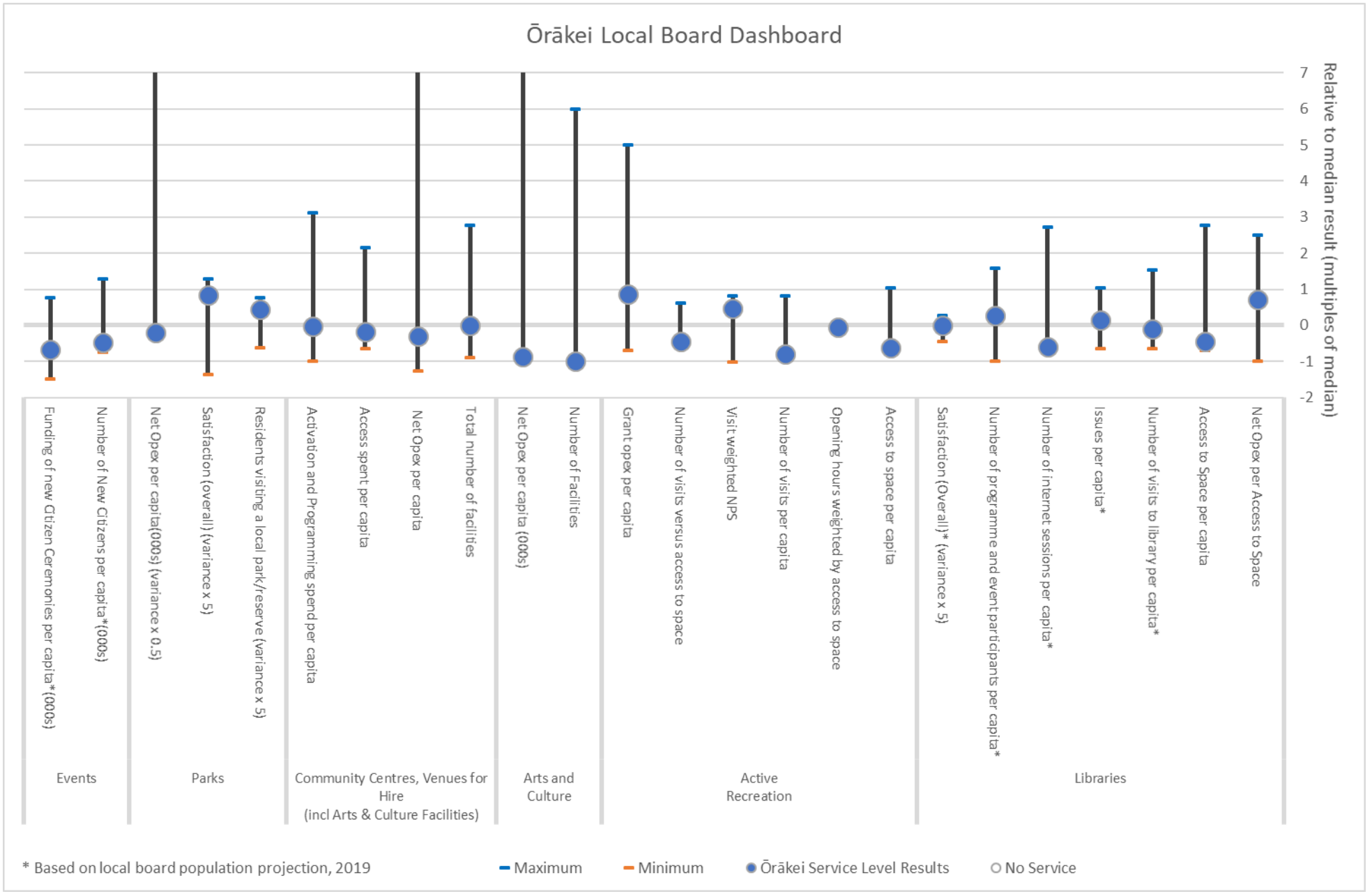
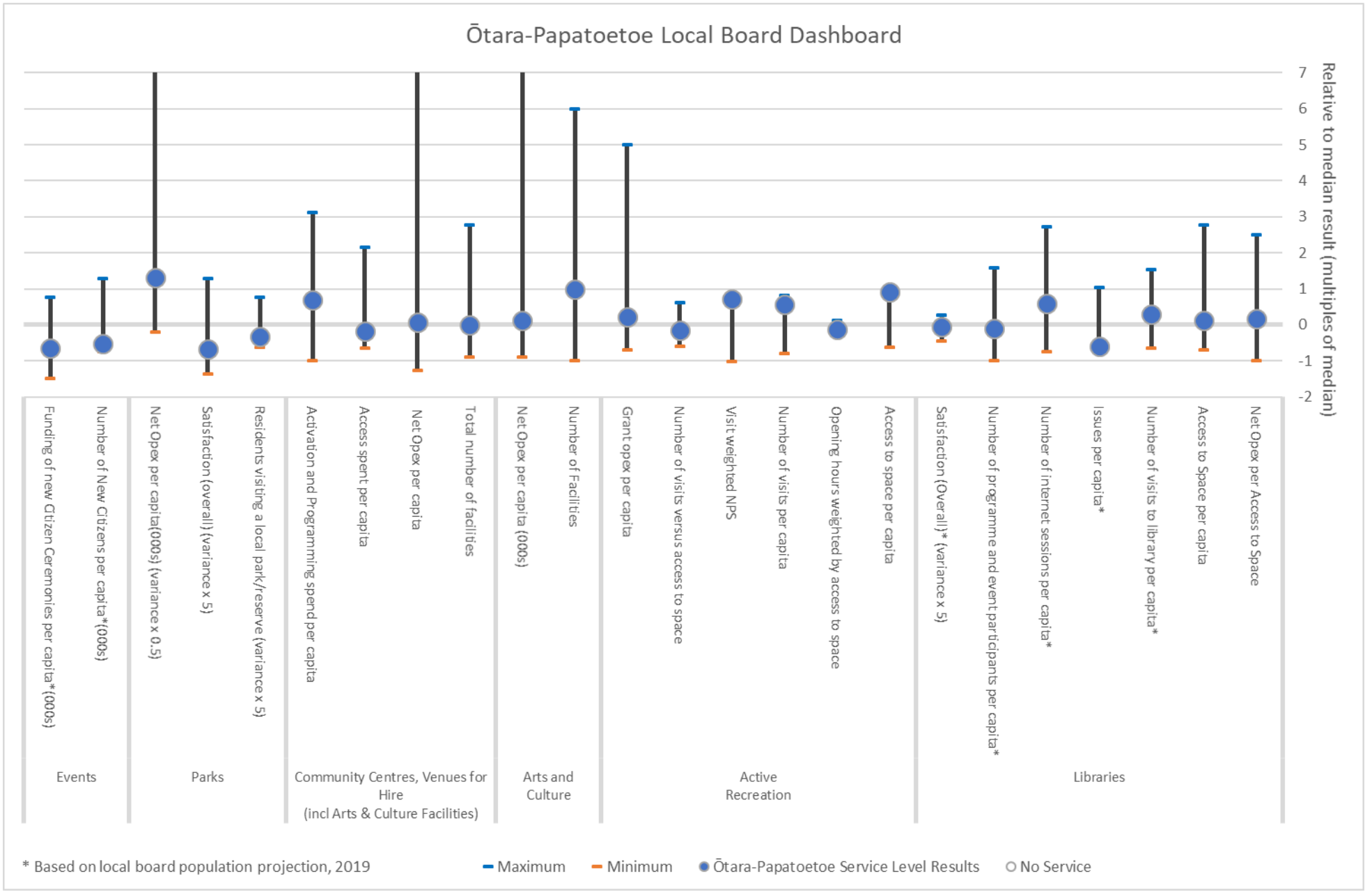
Access spent per capita
Net Opex per capita
Total number of facilities
Net Opex per capita (000s)
Number of Facilities
Grant opex per capita
Number of visits versus access to space
Visit weighted NPS
Number of visits per capita
Opening hours weighted by access to space
Access to space per capita
Satisfaction (Overall)* (variance x 5)
Number of programme and event participants per capita*
Number of internet sessions per capita*
Issues per capita*
Number of visits to library per capita*
Access to Space per capita
Net Opex per Access to Space
Events
Parks
Community Centres, Venues for Hire (incl Arts & Culture Facilities)
Arts and Culture
Active Recreation
Libraries
* Based on local board population projection, 2019
Maximum
Minimum
Maungakiekie-Tāmaki Service Level Results
No Service


Ōrākei Local Board Dashboard
Relative to median result (multiples of median)
7
6
5
4
3
2
1
0
-1
-2
Funding of new Citizen Ceremonies per capita* (000s)
Number of New Citizens per capita*(000s)
Net Opex per capita(000s) (variance x 0.5)
Satisfaction (overall) (variance x 5)
Residents visiting a local park/reserve (variance x 5)
Activation and Programming spend per capita
Access spent per capita
Net Opex per capita
Total number of facilities
Net Opex per capita (000s)
Number of Facilities
Grant opex per capita
Number of visits versus access to space
Visit weighted NPS
Number of visits per capita
Opening hours weighted by access to space
Access to space per capita
Satisfaction (Overall)* (variance x 5)
Number of programme and event participants per capita*
Number of internet sessions per capita*
Issues per capita*
Number of visits to library per capita*
Access to Space per capita
Net Opex per Access to Space
Events
Parks
Community Centres, Venues for Hire (incl Arts & Culture Facilities)
Arts and Culture
Active Recreation
Libraries
* Based on local board population projection, 2019
Maximum
Minimum
Ōrākei Service Level Results
No Service


Ōtara-Papatoetoe Local Board Dashboard
Relative to median result (multiples of median)
7
6
5
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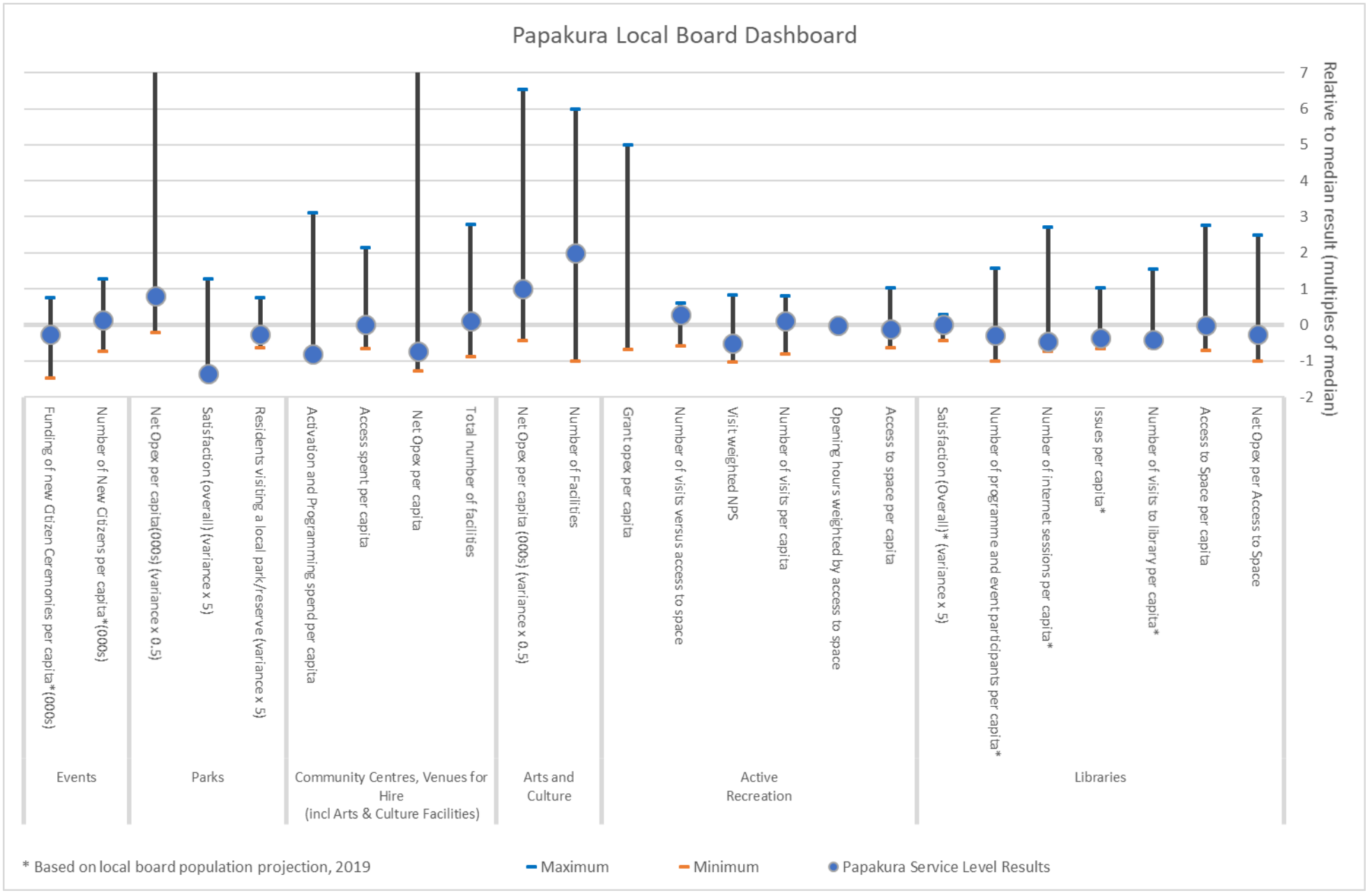
-1
-2
Funding of new Citizen Ceremonies per capita* (000s)
Number of New Citizens per capita*(000s)
Net Opex per capita(000s) (variance x 0.5)
Satisfaction (overall) (variance x 5)
Residents visiting a local park/reserve (variance x 5)
Activation and Programming spend per capita
Access spent per capita
Net Opex per capita
Total number of facilities
Net Opex per capita (000s)
Number of Facilities
Grant opex per capita
Number of visits versus access to space
Visit weighted NPS
Number of visits per capita
Opening hours weighted by access to space
Access to space per capita
Satisfaction (Overall)* (variance x 5)
Number of programme and event participants per capita*
Number of internet sessions per capita*
Issues per capita*
Number of visits to library per capita*
Access to Space per capita
Net Opex per Access to Space
Events
Parks
Community Centres, Venues for Hire (incl Arts & Culture Facilities)
Arts and Culture
Active Recreation
Libraries
* Based on local board population projection, 2019
Maximum
Minimum
Ōtara-Papatoetoe Service Level Results
No Service


Papakura Local Board Dashboard
Relative to median result (multiples of median)
7
6
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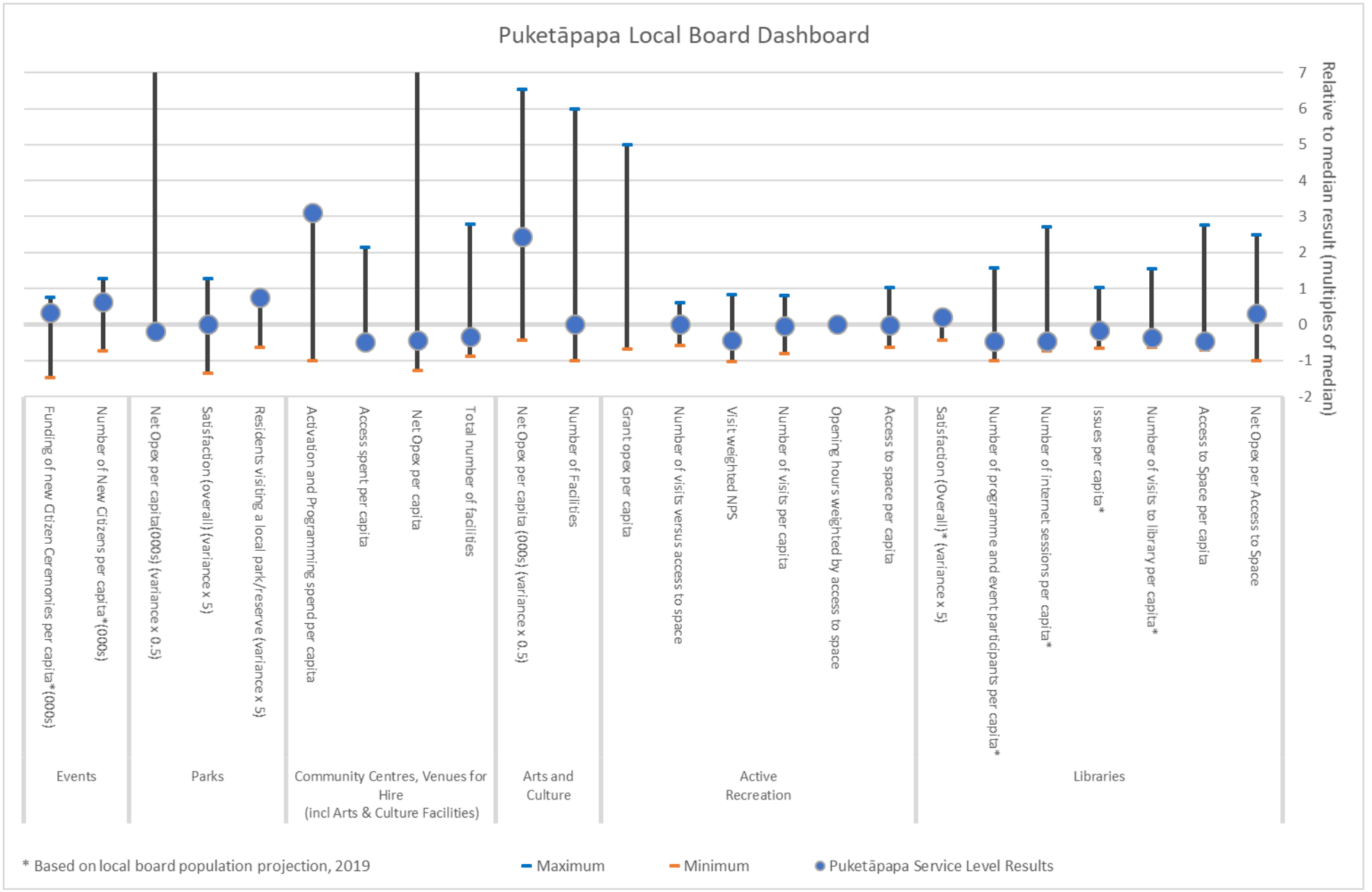
2
1
0
-1
-2
Funding of new Citizen Ceremonies per capita* (000s)
Number of New Citizens per capita*(000s)
Net Opex per capita(000s) (variance x 0.5)
Satisfaction (overall) (variance x 5)
Residents visiting a local park/reserve (variance x 5)
Activation and Programming spend per capita
Access spent per capita
Net Opex per capita
Total number of facilities
Net Opex per capita (000s) (variance x 0.5)
Number of Facilities
Grant opex per capita
Number of visits versus access to space
Visit weighted NPS
Number of visits per capita
Opening hours weighted by access to space
Access to space per capita
Satisfaction (Overall)* (variance x 5)
Number of programme and event participants per capita*
Number of internet sessions per capita*
Issues per capita*
Number of visits to library per capita*
Access to Space per capita
Net Opex per Access to Space
Events
Parks
Community Centres, Venues for Hire (incl Arts & Culture Facilities)
Arts and Culture
Active Recreation
Libraries
* Based on local board population projection, 2019
Maximum
Minimum
Papakura Service Level Results


Puketāpapa Local Board Dashboard
Relative to median result (multiples of median)
7
6
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4
3
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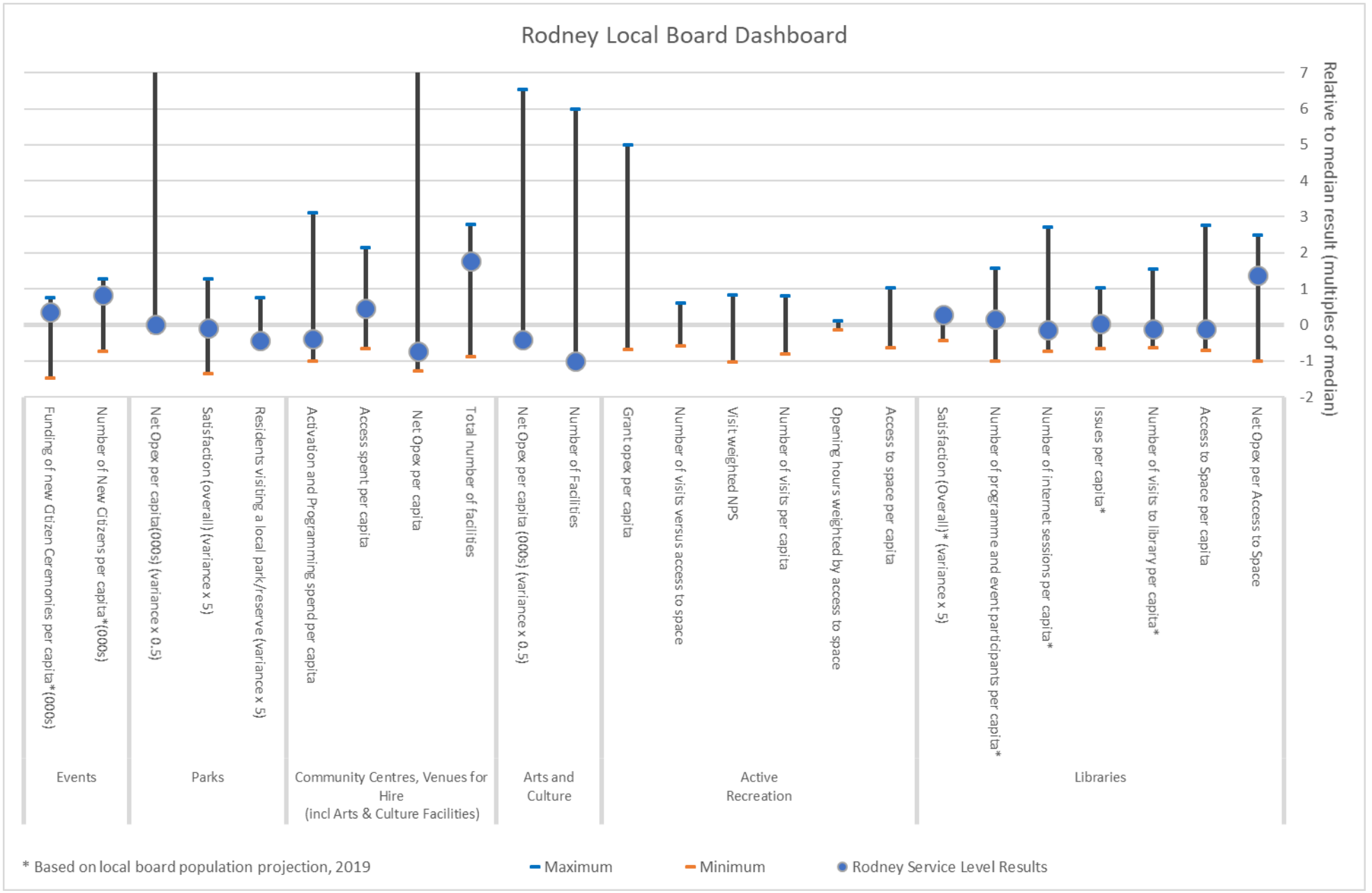
-2
Funding of new Citizen Ceremonies per capita*(000s)
Number of New Citizens per capita*(000s)
Net Opex per capita(000s) (variance x 0.5)
Satisfaction (overall) (variance x 5)
Residents visiting a local park/reserve (variance x 5)
Activation and Programming spend per capita
Access spent per capita
Net Opex per capita
Total number of facilities
Net Opex per capita (000s) (variance x 0.5)
Number of Facilities
Grant opex per capita
Number of visits versus access to space
Visit weighted NPS
Number of visits per capita
Opening hours weighted by access to space
Access to space per capita
Satisfaction (Overall)* (variance x 5)
Number of programme and event participants per capita*
Number of internet sessions per capita*
Issues per capita*
Number of visits to library per capita*
Access to Space per capita
Net Opex per Access to Space
Events
Parks
Community Centres, Venues for Hire (incl Arts & Culture Facilities)
Arts and Culture
Active Recreation
Libraries
* Based on local board population projection, 2019
Maximum
Minimum
Puketāpapa Service Level Results


Rodney Local Board Dashboard
Relative to median result (multiples of median)
7
6
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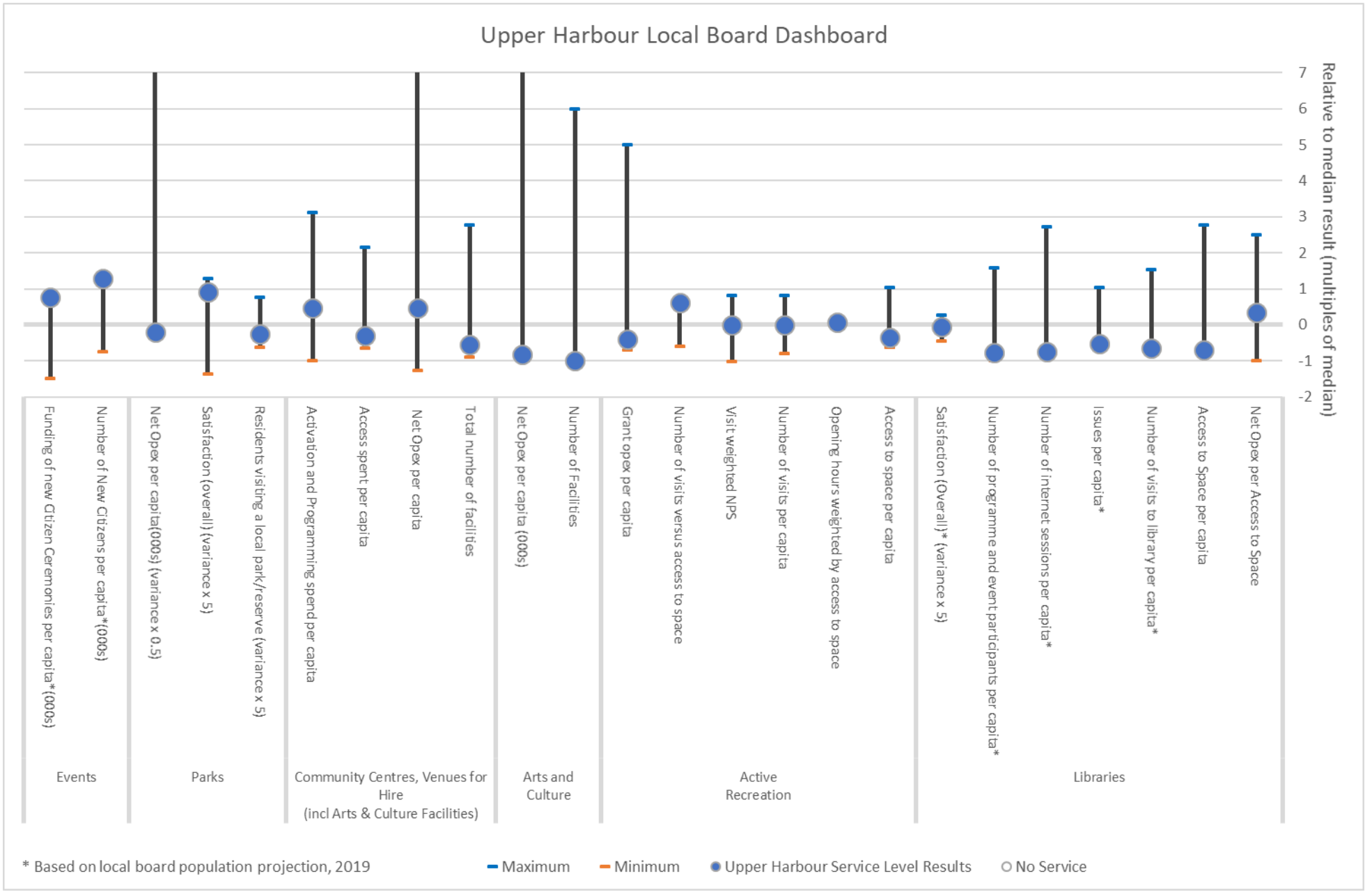
-2
Funding of new Citizen Ceremonies per capita* (000s)
Number of New Citizens per capita*(000s)
Net Opex per capita(000s) (variance x 0.5)
Satisfaction (overall) (variance x 5)
Residents visiting a local park/reserve (variance x 5)
Activation and Programming spend per capita
Access spent per capita
Net Opex per capita
Total number of facilities
Net Opex per capita (000s) (variance x 0.5)
Number of Facilities
Grant opex per capita
Number of visits versus access to space
Visit weighted NPS
Number of visits per capita
Opening hours weighted by access to space
Access to space per capita
Satisfaction (Overall)* (variance x 5)
Number of programme and event participants per capita*
Number of internet sessions per capita*
Issues per capita*
Number of visits to library per capita*
Access to Space per capita
Net Opex per Access to Space
Events
Parks
Community Centres, Venues for Hire (incl Arts & Culture Facilities)
Arts and Culture
Active Recreation
Libraries
* Based on local board population projection, 2019
Maximum
Minimum
Rodney Service Level Results


Upper Harbour Local Board Dashboard
Relative to median result (multiples of median)
7
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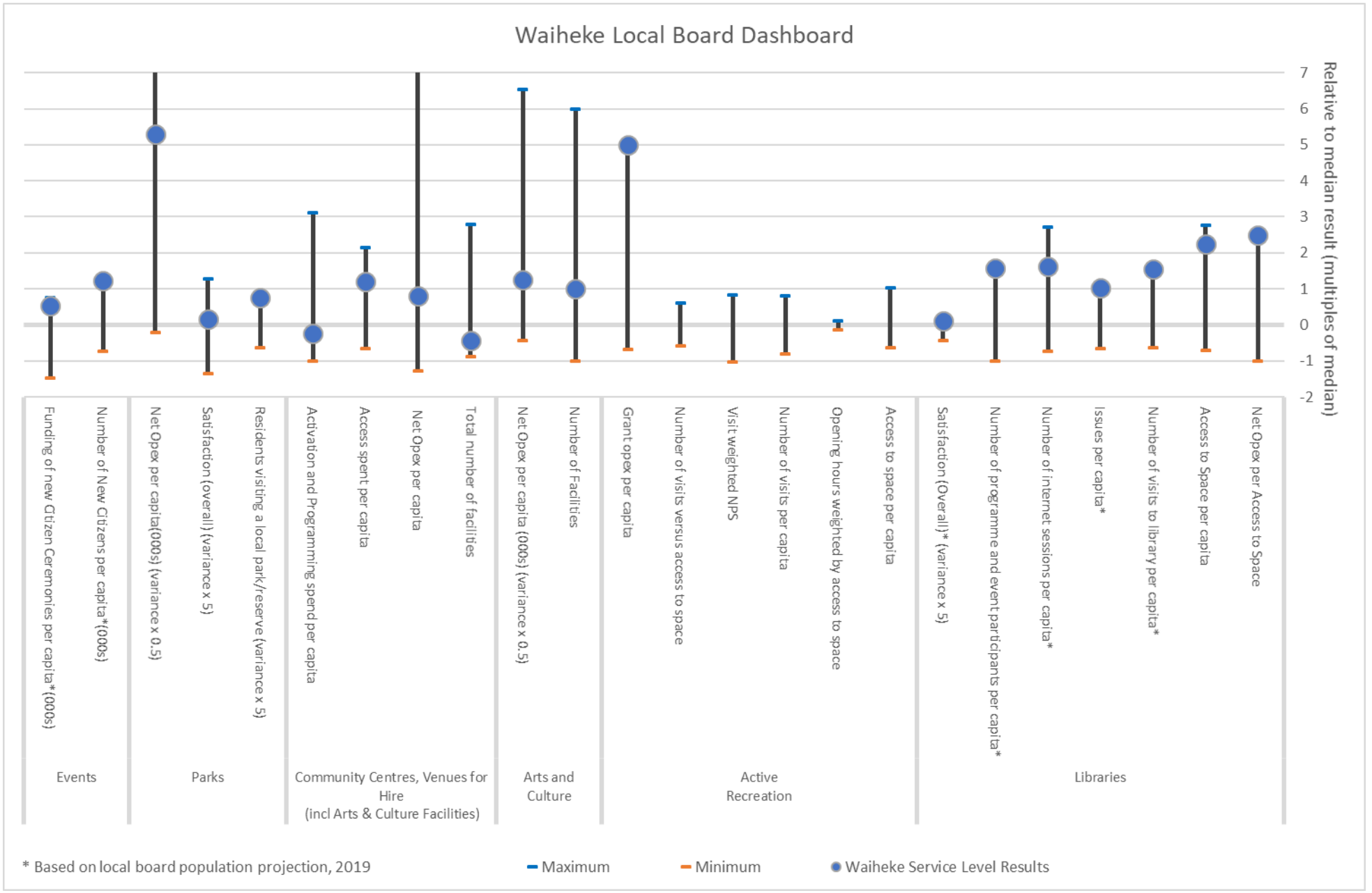
-2
Funding of new Citizen Ceremonies per capita* (000s)
Number of New Citizens per capita*(000s)
Net Opex per capita(000s) (variance x 0.5)
Satisfaction (overall) (variance x 5)
Residents visiting a local park/reserve (variance x 5)
Activation and Programming spend per capita
Access spent per capita
Net Opex per capita
Total number of facilities
Net Opex per capita (000s)
Number of Facilities
Grant opex per capita
Number of visits versus access to space
Visit weighted NPS
Number of visits per capita
Opening hours weighted by access to space
Access to space per capita
Satisfaction (Overall)* (variance x 5)
Number of programme and event participants per capita*
Number of internet sessions per capita*
Issues per capita*
Number of visits to library per capita*
Access to Space per capita
Net Opex per Access to Space
Events
Parks
Community Centres, Venues for Hire (incl Arts & Culture Facilities)
Arts and Culture
Active Recreation
Libraries
* Based on local board population projection, 2019
Maximum
Minimum
Upper Harbour Service Level Results
No Service


Waiheke Local Board Dashboard
Relative to median result (multiples of median)
7
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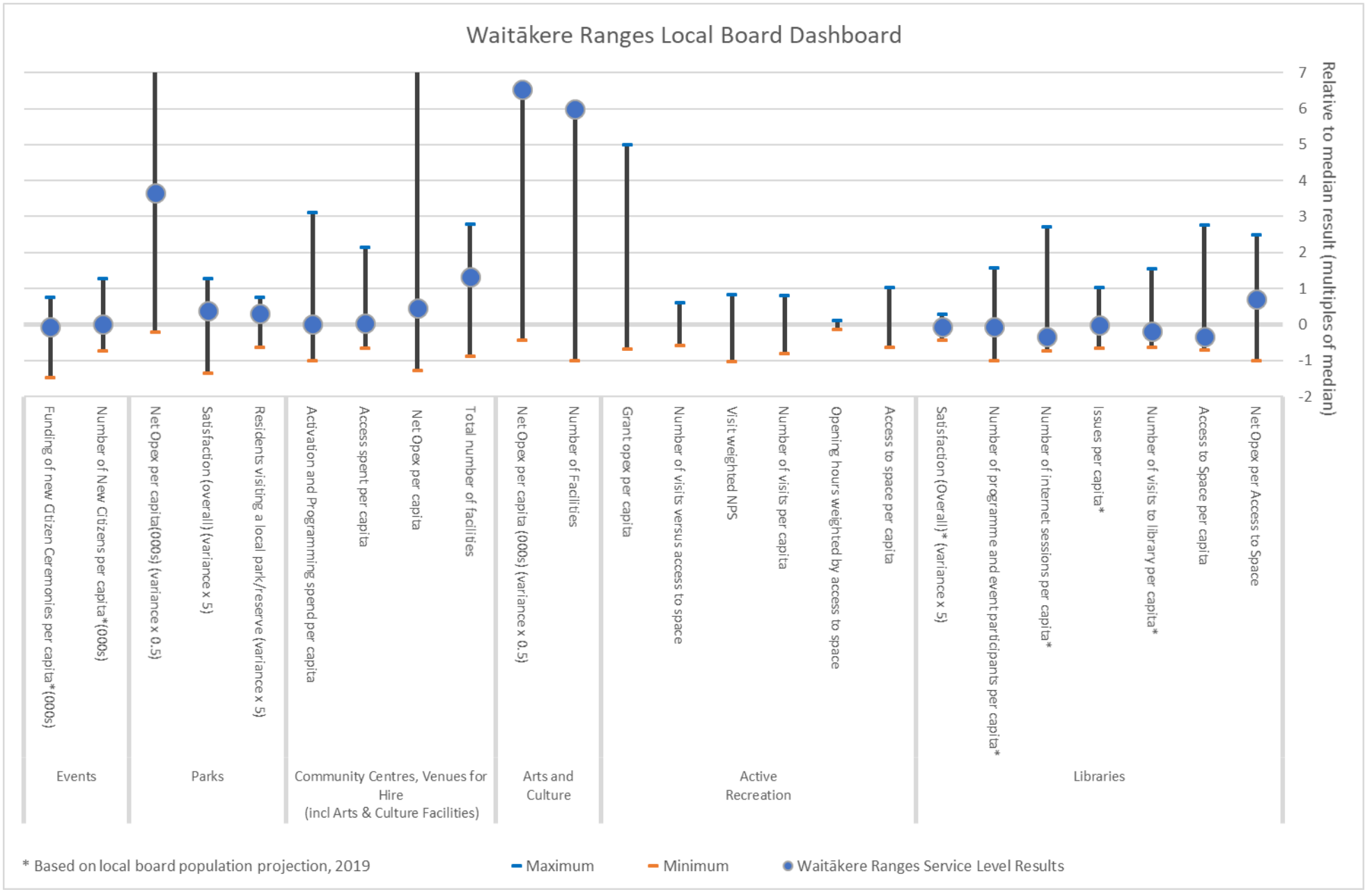
-2
Funding of new Citizen Ceremonies per capita* (000s)
Number of New Citizens per capita*(000s)
Net Opex per capita(000s) (variance x 0.5)
Satisfaction (overall) (variance x 5)
Residents visiting a local park/reserve (variance x 5)
Activation and Programming spend per capita
Access spent per capita
Net Opex per capita
Total number of facilities
Net Opex per capita (000s) (variance x 0.5)
Number of Facilities
Grant opex per capita
Number of visits versus access to space
Visit weighted NPS
Number of visits per capita
Opening hours weighted by access to space
Access to space per capita
Satisfaction (Overall)* (variance x 5)
Number of programme and event participants per capita*
Number of internet sessions per capita*
Issues per capita*
Number of visits to library per capita*
Access to Space per capita
Net Opex per Access to Space
Events
Parks
Community Centres, Venues for Hire (incl Arts & Culture Facilities)
Arts and Culture
Active Recreation
Libraries
* Based on local board population projection, 2019
Maximum
Minimum
Waiheke Service Level Results


Waitākere Ranges Local Board Dashboard
Relative to median result (multiples of median)
7
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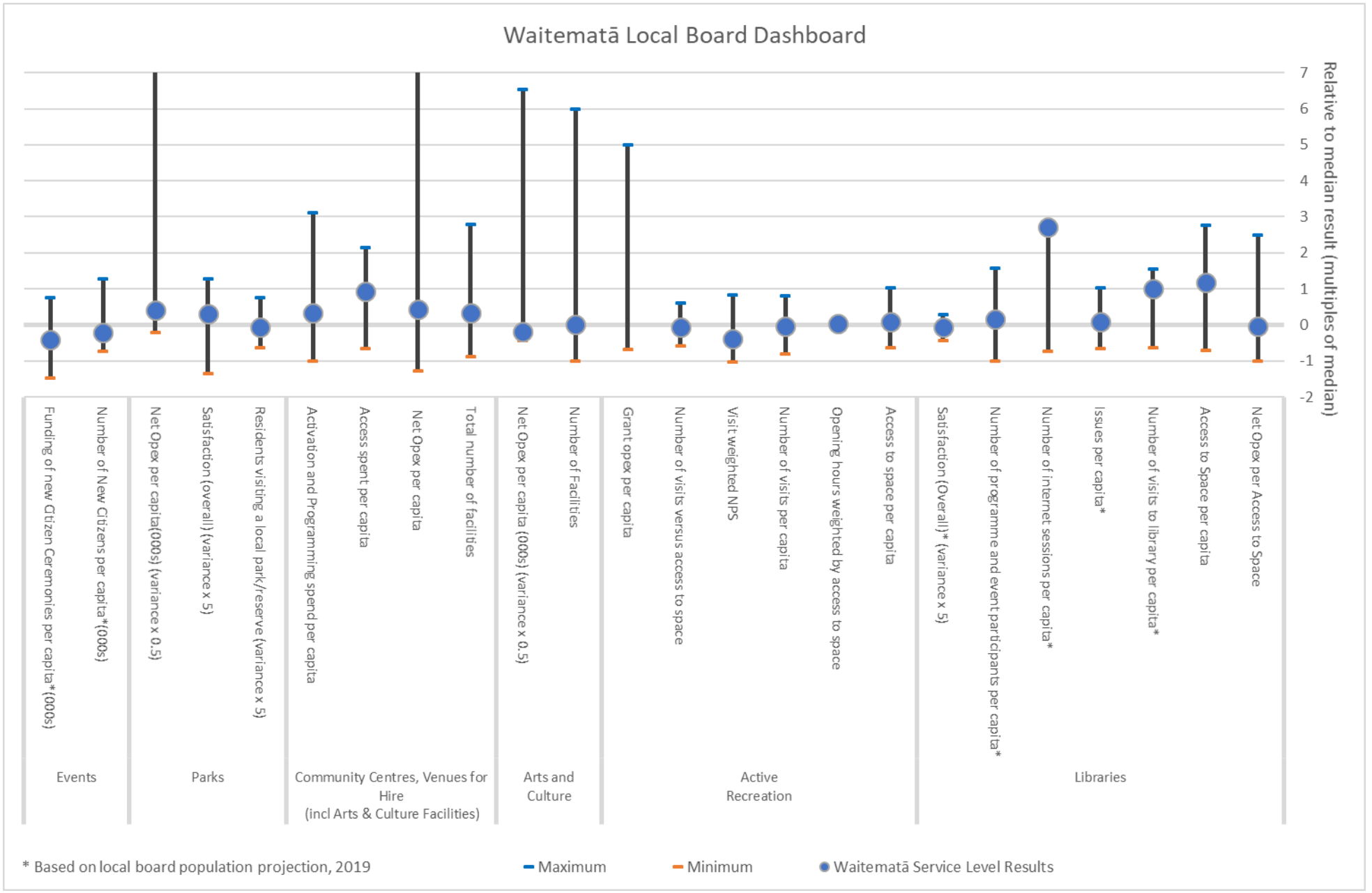
Funding of new Citizen Ceremonies per capita*(000s)
Number of New Citizens per capita*(000s)
Net Opex per capita(000s) (variance x 0.5)
Satisfaction (overall) (variance x 5)
Residents visiting a local park/reserve (variance x 5)
Activation and Programming spend per capita
Access spent per capita
Net Opex per capita
Total number of facilities
Net Opex per capita (000s) (variance x 0.5)
Number of Facilities
Grant opex per capita
Number of visits versus access to space
Visit weighted NPS
Number of visits per capita
Opening hours weighted by access to space
Access to space per capita
Satisfaction (Overall)* (variance x 5)
Number of programme and event participants per capita*
Number of internet sessions per capita*
Issues per capita*
Number of visits to library per capita*
Access to Space per capita
Net Opex per Access to Space
Events
Parks
Community Centres, Venues for Hire (incl Arts & Culture Facilities)
Arts and Culture
Active Recreation
Libraries
* Based on local board population projection, 2019
Maximum
Minimum
Waitākere Ranges Service Level Results


Waitematā Local Board Dashboard
Relative to median result (multiples of median)
7
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-1
-2
Funding of new Citizen Ceremonies per capita* (000s)
Number of New Citizens per capita*(000s)
Net Opex per capita(000s) (variance x 0.5)
Satisfaction (overall) (variance x 5)
Residents visiting a local park/reserve (variance x 5)
Activation and Programming spend per capita
Access spent per capita
Net Opex per capita
Total number of facilities
Net Opex per capita (000s) (variance x 0.5)
Number of Facilities
Grant opex per capita
Number of visits versus access to space
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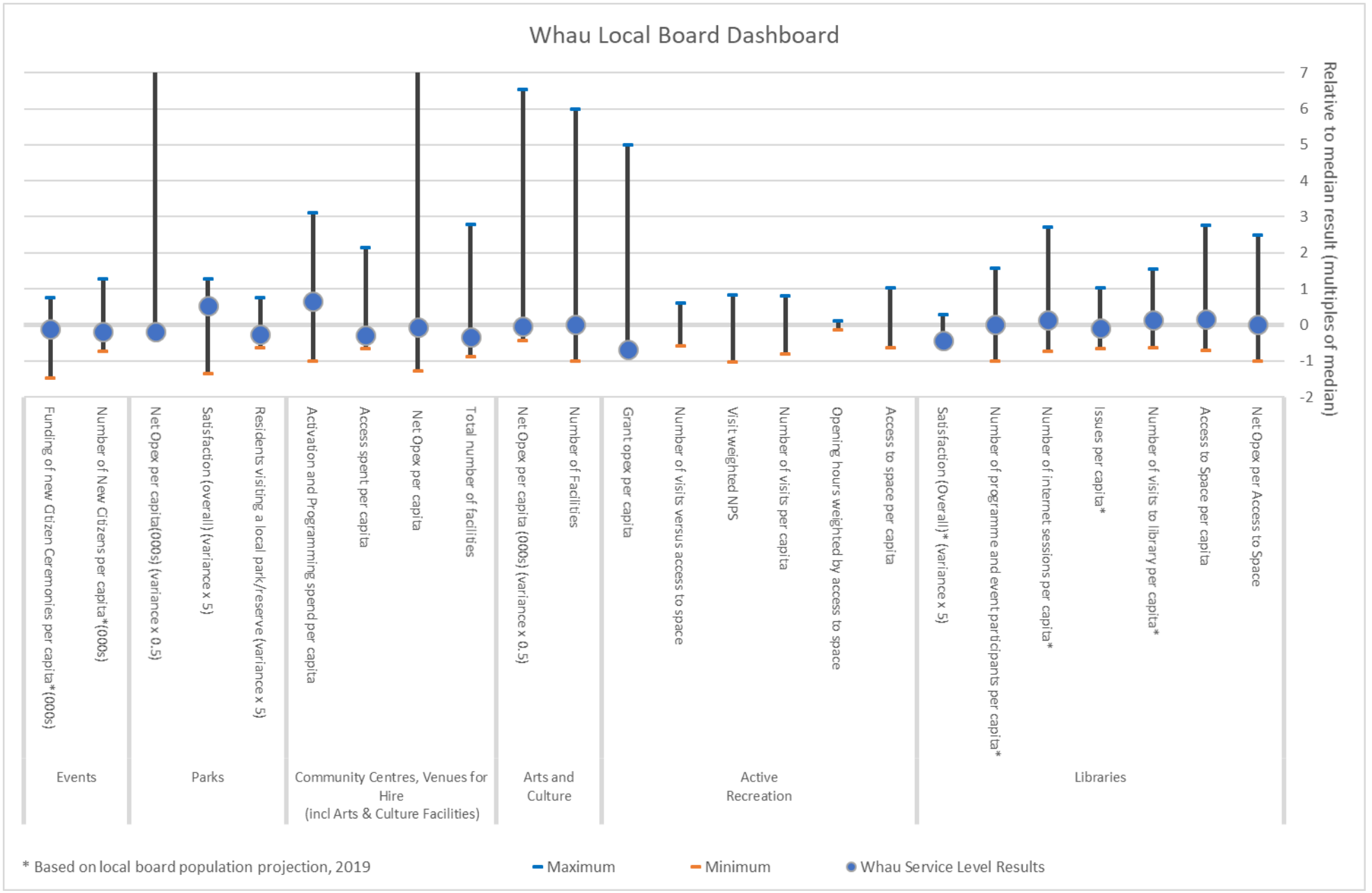
Number of visits per capita
Opening hours weighted by access to space
Access to space per capita
Satisfaction (Overall)* (variance x 5)
Number of programme and event participants per capita*
Number of internet sessions per capita*
Issues per capita*
Number of visits to library per capita*
Access to Space per capita
Net Opex per Access to Space
Events
Parks
Community Centres, Venues for Hire (incl Arts & Culture Facilities)
Arts and Culture
Active Recreation
Libraries
* Based on local board population projection, 2019
Maximum
Minimum
Waitematā Service Level Results


Whau Local Board Dashboard
Relative to median result (multiples of median)
7
6
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-1
-2
Funding of new Citizen Ceremonies per capita*(000s)
Number of New Citizens per capita*(000s)
Net Opex per capita(000s) (variance x 0.5)
Satisfaction (overall) (variance x 5)
Residents visiting a local park/reserve (variance x 5)
Activation and Programming spend per capita
Access spent per capita
Net Opex per capita
Total number of facilities
Net Opex per capita (000s) (variance x 0.5)
Number of Facilities
Grant opex per capita
Number of visits versus access to space
Visit weighted NPS
Number of visits per capita
Opening hours weighted by access to space
Access to space per capita
Satisfaction (Overall)* (variance x 5)
Number of programme and event participants per capita*
Number of internet sessions per capita*
Issues per capita*
Number of visits to library per capita*
Access to Space per capita
Net Opex per Access to Space
Events
Parks
Community Centres, Venues for Hire (incl Arts & Culture Facilities)
Arts and Culture
Active Recreation
Libraries
* Based on local board population projection, 2019
Maximum
Minimum
Whau Service Level Results

Appendix 2 – Level of Service Measure Results

	Libraries							Active Recreation						Arts and Culture		Community Centres, Venues for Hire (incl Arts & Culture Facilities)				Parks			Events	
Local board	Net Opex per Access to Space	Access to Space per capita	Number of visits to library per capita*	Issues per capita*	Number of internet sessions per capita*	Number of programme and event participants per capita*	Satisfaction (Overall)* (variance x 5)	Access to space per capita	Opening hours weighted by access to space	Number of visits per capita	Visit weighted NPS	Number of visits versus access to space	Grant opex per capita	Number of Facilities	Net Opex per capita (000s) (variance x 0.5)	Total number of facilities	Net Opex per capita	Access spent per capita	Activation and Programming spend per capita	Residents visiting a local park/reserve (variance x 5)	Satisfaction (overall) (variance x 5)	Net Opex per capita(000s) (variance x 0.5)	Number of New Citizens per capita*(000s)	Funding of new Citizen Ceremonies per capita*(000s)
Albert-Eden	11.48	1.27	5.22	8.19	3.01	0.30	94%	6.31	97.98	5.92	0.47	0.94		0	$117	12	-$0.63	$1.17	$2.02	80%	79%	$344	8.14	194
Devonport-Takapuna	8.86	3.25	9.96	10.58	5.21	0.49	93%	2.85	97.50	2.98	0.10	1.05		5	$5,325	14	$2.56	$1.53	$0.95	81%	64%	$1,253	2.15	0
Franklin	8.59	1.27	3.77	5.21	1.94	0.13	93%	12.08	88.65	4.12	-0.01	0.34	3.95	1	$819	34	$1.89	$4.65	$0.00	77%	62%	$1,167	8.88	178
Great Barrier	0.00	5.47	15.56	13.67	7.37	0.00	93%							0	$13,644	1	$34.00	$4.21	$0.00	69%	83%	$16,190	6.44	-107
Henderson-Massey	9.16	2.13	6.70	7.54	5.30	0.36	87%	15.01	108.12	8.90	0.04	0.59		3	$6,420	13	$6.37	$1.68	$6.27	82%	57%	$3,577	8.86	231
Hibiscus and Bays	10.06	1.74	7.50	11.54	2.81	0.36	94%	6.75	95.63	5.22	0.48	0.77		3	$1,244	8	$0.40	$0.51	$0.15	85%	75%	$332	7.39	263
Howick	13.33	1.30	7.27	8.76	4.15	0.38	88%	5.73	98.62	6.18	0.29	1.08	0.68	4	$4,915	15	$0.59	$0.68	$0.89	82%	60%	$358	8.59	245
Kaipātiki	9.56	1.77	7.23	8.16	3.94	0.33	92%	12.36	101.32	6.42	0.01	0.52		1	$1,049	9	$3.66	$1.75	$2.08	82%	60%	$349	7.58	223
Māngere-Ōtāhuhu	14.34	1.45	8.46	3.06	8.07	0.42	87%	7.81	93.43	8.79	0.48	1.12		1	$904	8	$2.98	$1.30	$3.20	69%	55%	$4,756	9.63	311
Manurewa	9.07	1.38	4.99	2.65	2.50	0.19	88%	7.41	86.17	6.35	0.37	0.86		1	$865	6	$1.43	$0.87	$0.83	73%	61%	$527	9.87	274
Maungakiekie-Tāmaki	6.67	2.28	5.79	4.98	5.08	0.45	94%	14.26	93.52	11.53	0.30	0.81	1.10	1	$466	9	$2.35	$1.61	$3.64	79%	68%	$342	8.13	246
Ōrākei	17.32	0.81	6.09	8.57	1.61	0.46	91%	2.72	92.50	1.23	0.39	0.45	2.62	0	$139	9	$1.63	$1.22	$1.49	86%	77%	$338	4.40	73
Ōtara-Papatoetoe	11.80	1.64	8.62	3.12	6.31	0.33	90%	14.18	83.76	9.88	0.45	0.70	1.72	2	$1,175	9	$2.51	$1.23	$2.60	74%	57%	$2,018	4.08	80
Papakura	7.48	1.42	3.99	4.90	2.11	0.25	91%	6.56	96.08	7.02	0.13	1.07		3	$3,170	10	$0.64	$1.48	$0.30	75%	48%	$1,459	9.65	164
Puketāpapa	13.28	0.79	4.22	6.30	2.18	0.19	95%	7.33	96.39	6.08	0.15	0.83		1	$6,173	6	$1.33	$0.75	$6.34	91%	66%	$345	13.82	298
Rodney	24.04	1.30	5.94	7.89	3.38	0.42	96%							0	$187	25	$0.64	$2.16	$0.94	72%	65%	$557	15.36	306
Upper Harbour	13.64	0.43	2.37	3.68	1.04	0.08	90%	4.76	104.00	6.35	0.27	1.33	0.85	0	$180	4	$3.43	$1.03	$2.25	75%	78%	$336	19.17	394
Waiheke	35.18	4.73	17.04	15.36	10.35	0.92	93%						8.45	2	$3,671	5	$4.24	$3.25	$1.17	91%	68%	$6,450	18.71	341
Waitākere Ranges	17.10	0.98	5.50	7.38	2.59	0.34	90%							7	$14,773	21	$3.43	$1.55	$1.54	84%	71%	$4,640	8.41	208
Waitematā	9.81	3.16	13.41	8.20	14.66	0.41	90%	7.96	100.69	6.12	0.17	0.77		1	$664	12	$3.34	$2.84	$2.06	78%	70%	$1,016	6.63	130
Whau	10.08	1.70	7.57	6.78	4.49	0.36	83%						0.44	1	$975	6	$2.19	$1.06	$2.56	75%	73%	$361	6.79	198

Table 9 - Service Levels Measures

Appendix 3 – Local Board Demographic Measures

Demographics (NZ Census 2013)										
	Total population	Māori population	Population, 0-19yo	Population, Depriv ation - bottom 3 deciles	Population, 65 years and Ov er	Population, working 20hr+, age 15yo+	Population, do not own home	Population, ov erseas born	Population, No internet access	Land area (Ha)
Albert-Eden	7%	6%	26%	11%	9%	42%	48%	36%	4%	1%
Dev onport-Takapuna	4%	5%	26%	1%	15%	42%	39%	38%	5%	0%
Franklin	5%	13%	29%	15%	14%	42%	32%	19%	7%	24%
Great Barrier	0%	16%	17%	95%	22%	30%	27%	17%	18%	7%
Henderson-Massey	8%	15%	30%	45%	11%	36%	41%	33%	6%	1%
Hibiscus and Bays	6%	6%	26%	3%	18%	41%	33%	35%	5%	2%
Howick	9%	5%	27%	4%	13%	41%	39%	49%	4%	1%
Kaipātiki	6%	8%	26%	6%	11%	43%	41%	39%	5%	1%
Māngere-Ōtāhuhu	5%	15%	37%	88%	8%	26%	50%	39%	8%	1%
Manurewa	6%	23%	35%	68%	8%	31%	43%	32%	7%	1%
Maungakiekie-Tāmaki	5%	12%	28%	43%	10%	38%	49%	36%	8%	1%
Ōrākei	6%	5%	25%	3%	15%	43%	36%	33%	4%	1%
Ōtara-Papatoetoe	5%	14%	34%	79%	9%	29%	49%	42%	8%	1%
Papakura	3%	26%	32%	58%	11%	35%	41%	22%	8%	1%
Puketāpapa	4%	5%	27%	30%	12%	37%	49%	49%	6%	0%
Rodney	4%	9%	27%	10%	16%	40%	30%	21%	6%	46%
Upper Harbour	4%	5%	27%	2%	10%	41%	40%	43%	3%	1%
Waiheke	1%	11%	23%	16%	19%	39%	34%	28%	8%	3%
Waitākere Ranges	3%	10%	30%	20%	9%	41%	32%	27%	5%	6%
Waitematā	5%	6%	18%	34%	6%	48%	61%	43%	5%	0%
Whau	5%	9%	27%	38%	13%	36%	44%	42%	7%	1%
Total	**100%**	**10%**	**28%**	**29%**	**12%**	**39%**	**42%**	**37%**	**6%**	

Table 10 - Auckland Demographics, New Zealand Census, 2013

Appendix 4 - Local Board Decision Making Responsibility

Auckland Council's shared governance framework was established under the LGACA requirements, many of which are adapted for the Auckland Council context from the Local Government Act 2003 (LGA). This section takes key passages of the LGACA and describes how they are implemented into Council policy.

Legislation

The LGACA, in conjunction with the Local Government (Auckland Council) Amendment Act 2010, set out the Auckland-specific legislative context for decision making responsibility.

Section 16 outlines decision making responsibilities;

> 16 Decision-making responsibilities of local boards
>
> (1) Each local board is responsible and democratically accountable for—
>
> (a) the decision making of the Auckland Council in relation to the non-regulatory activities of the Auckland Council that are allocated to the local board in accordance with section 17; and
>
> (b) identifying and communicating the interests and preferences of the people in its local board area in relation to the content of the strategies, policies, plans, and bylaws of the Auckland Council; and
>
> (c) identifying and developing bylaws specifically for its local board area, and proposing them to the governing body under section 24; and
>
> (d) the agreement reached with the governing body (as set out in the local board agreement) in respect of local activities for its local board area.
>
> (2) In carrying out the responsibilities described in this section, a local board must comply with the requirements of sections 76 to 82[5] of the Local Government Act 2002 as if every reference in those sections to a local authority were a reference to a local board.
>
> (3) In carrying out the responsibilities described in this section, a local board should collaborate and co-operate with 1 or more other local boards in the situations where the interests and preferences of communities within each local board area will be better served by doing so.

Excerpt 3: Section 16, Local Government (Auckland Council) Act 2009

[5] *Sections 76-82 relate to decision-making, community input, input by Mana Whenua and addressing consistent decisions*

Section 17 outlines the allocation of responsibilities for non-regulatory decisions:

17 Principles for allocation of decision-making responsibilities of Auckland Council

(1) Decision-making responsibility for any non-regulatory activity of the Auckland Council must be allocated by the governing body—

(a) to either the governing body or the local boards; and

(b) in accordance with the principles set out in subsection (2); and

(c) after considering the views and preferences expressed by each local board.

(2) The principles are—

(a) decision-making responsibility for a non-regulatory activity of the Auckland Council should be exercised by its local boards unless paragraph (b) applies:

(b) decision-making responsibility for a non-regulatory activity of the Auckland Council should be exercised by its governing body if the nature of the activity is such that decision making on an Auckland-wide basis will better promote the well-being of the communities across Auckland because—

(i) the impact of the decision will extend beyond a single local board area; or

(ii) effective decision making will require alignment or integration with other decisions that are the responsibility of the governing body; or

(iii) the benefits of a consistent or co-ordinated approach across Auckland will outweigh the benefits of reflecting the diverse needs and preferences of the communities within each local board area.

Excerpt 4: Section 17, Local Government (Auckland Council) Act 2009

Council Policy

Each LTP includes a section allocating non-regulatory decision-making responsibilities and includes the allocation of the following responsibilities to Local Boards[6]:

Local boards are allocated decision-making responsibility for the following nonregulatory activities of Auckland Council.

- Local governance *including*:
  - *decision-making and oversight of decisions on local activities*
  - *development of local policy positions such as determining areas in which activities may take place and local service specifications*
  - *submissions to government on legislation where it specifically relates to that local board area only*
  - *civic duties, engagements and functions in the local area, including citizenship*
  - *ceremonies and recognition of volunteers.*
- Service specifications
  - *Setting of service specifications for local activities subject to any minimum service specifications that the Governing Body has decided, for policy reasons, to set on an Auckland-wide basis.*
- Setting of fees and charges for local activities **excluding**:
  - *library collections fees and charges; and*
  - *any fees and charges for local activities that are set on a region-wide basis by the Governing Body in a regional policy.*

Excerpt 5: Long-term Plan 2015-2025, Volume 2, Part 3

[6] Long Term Plan 2018-28, Volume 2, Section 3.5

Appendix 5 - Local Board Funding Policy

Legislation

The LGA sets out general requirements on unitary authorities to adopt a local board funding policy, and is covered in more detail within the LGACA:

19 Local boards funding policy

(1) To provide predictability and certainty about levels of funding for local boards, the Auckland Council must adopt a local boards funding policy as part of its long-term plan.

(2) The local boards funding policy must set—

(a) the formula by which the total funds allocated by the Council for meeting the cost of funding local activities are to be allocated to each local board; and

(b) the formula by which the total funds allocated by the Council for meeting the cost of funding the administrative support to local boards are to be allocated to each local board.

(3) The local boards funding policy must also identify any funding (except funding dedicated to particular purposes) that may be available to local boards for local activities and the criteria or process by which it may be allocated to them.

(4) The formula referred to in subsection (2)(a) must allocate funds between the local boards in a way that provides an **equitable capacity** for the local boards to enhance the well-being of the communities in each of their local board areas, having regard to the following factors:

(a) the level of dependence on local government services and facilities in each local board area (as informed by the socio-economic, population, age profile, and other demographic characteristics of each local board area); and

(b) the costs of achieving and maintaining the identified levels of service provision for local activities in each local board area; and

(c) the rates revenue and any other revenue derived from each local board area in relation to local activities; and

(d) any other factor identified by the Auckland Council as significantly affecting the nature and level of services needed in each local board area (for example, the geographic isolation of a particular local board area).

Excerpt 6: Section 19, Local Government (Auckland Council) Act 2009

Council Policy

Council's current Local Board Funding Policy was adopted and implemented in August 2014. This policy sets out how Asset Based Service (ABS) and Locally Driven Initiatives (LDI) are to be funded. The policy describes these services as follows;

Nature of service	Nature of local board decision making role*	Examples of activities
Asset based services	Make decisions within parameters set by the Governing Body	Swimming pools, Libraries Local parks
Locally driven initiatives	Make decisions on how locally driven initiative funding allocated from Governing Body is spent	Local events Local community grants

Excerpt 7: Long-term Plan 2015-2025, Volume 2, Part 3

The funding for each type of service can be compared as follows

ABS funding	LDI Funding
fees and charges collected from local asset based services for base fee levels set by the Governing Body	fees and charges collected from locally driven initiatives plus revenue from fees and charges for local asset based services in excess of that projected by the Governing Body where the local boards sets higher fees, (see section 3 above) minus revenue from fees and charges for local asset based services below that projected by the Governing Body where the local boards sets lower fees [see left]
plus any other revenue including grants, donations, and sponsorships	plus any revenue from grants, donations, and sponsorships
plus any revenue from a targeted rate set to fund local asset based services	plus any revenue from a targeted rate set to fund local activities in the local board area
plus general rate funding to meet the balance of costs for providing the services levels set by the Governing Body in the long-term plan for local asset based services being provided to each local board area.	plus an allocation from a budget pool for locally driven initiatives funded from the general rate.

Excerpt 8: Long-term Plan 2015-2025, Volume 2, Part 3

The last source of LDI funding, of ‘an allocation from a budget pool’, is based on weightings of population and deprivation (demographic factors) and land area (geographic factor) of Local Board areas:

Factor	Proportion of total general rate funded locally driven initiative budget	Local board share
Population*	90%	Local board population divided by the total population of all local boards***
Deprivation**	5%	Average local board deprivation divided by the total of the average deprivation of each local board***
Land area	5%	Local board land area divided by the total land area of all local boards***

* adjusted each year to reflect changes in population estimates provided by Statistics New Zealand

** based on the most recently available update of the Index of Deprivation provided by the Ministry of Health

*** excluding Great Barrier Island Local Board and Waiheke Local Board

Excerpt 9: Long-term Plan 2015-2025, Volume 2, Part 3

Appendix 6 – Addressing Auckland's Long Term Infrastructure Needs

Council's Long Term Plan 2018-28 Key Strategies includes the Infrastructure Strategy. Included in this Strategy is the following section relating to Community Services infrastructure:

Community services

While demand for community services is expected to increase over the next 30-years, there is a high degree of uncertainty about future demand due to:

- the rate and distribution of population growth
- demographic changes, such as increasingly diverse communities
- changes in recreational trends, such as an increase in informal recreation
- a higher proportion of medium and high density housing, which typically have less private open space
- increasing expectation to deliver services to meet demand

There is also uncertainty about the adequacy of the existing network of community facilities into the future. Auckland's portfolio of community facilities is aging and faces a range of challenges such as weathertightness, asbestos and seismic strength issues. Due to demographic and social changes in the community, many facilities are no longer fit for purpose or reflective of community needs.

Beyond the first decade, these factors will mean there is a continuing need to review the portfolio to ensure the provision of community facilities will meet changing community needs and provide value for money. Long-term decisions about investment in community facilities may include:

- The type of facilities provided by council
- The role of council in delivering community services, such whether as service is best delivered by the council, a community organisation, or in partnership
- The optimal level of provision and network that will meet future community needs
- Whether facilities that are not well utilised or meeting community needs are replaced

Excerpt 10: Long Term Plan 2018-28, Volume 2, Part 1, Section 1.3 Auckland's 30 year Infrastructure Strategy

Appendix 7 - Governing Body Resolutions

The Governing Body passed the following resolution on 28 September 2017.

Operational funding and service levels

y) approve, in principle, that local boards will be given more flexibility of decision-making over operational funding and service levels and, that before final decisions on the degree of that flexibility are made, further work (including a more detailed timeframe) be reported back to the governing body on:

i) existing service levels

ii) options for equalising service levels between local boards

iii) options for minimum service levels and to which activities these may apply

iv) the impacts on organisational support.

z) approve the additional work on service levels and organisational support,

noting that it will take approximately 12 months and incur additional costs of $200,000 in the 2018/2019 year (to be considered as part of the 2018-2028 Long-term Plan process).

These recommendations were described in more detail in an attachment to the Governing Body paper, Attachment B - Funding and Finance. This attachment outlined the key options;

15. The options that were considered are:

• No change

• Option 1 - Enhanced status quo (original model)

• Option 2 - Local decision making within parameters (original model but suggest renaming this to “Local decision making with local rates” to distinguish from option 3 below)

• Option 3 - Local decision making within a funding envelope (but general rate funded) – this option has emerged from the recommendations of the local boards. It is the same as Option 1 with the addition of full flexibility of decision making within a funding envelope for asset based services budgets.

The paper also includes the following three sections under the heading ‘Flexibility of service levels and allocation of operational funding’;

Minimum levels of service:

43. The governing body may determine that minimum service levels are not required across all local activities but perhaps those with more of a network impact e.g. libraries, swimming pools, sportsfields. As identified above, in order to set minimum service levels, further work on understanding existing service levels would be required.

Existing inequity of funding:

40. In the funding envelope option (Option 3), the ability of all local boards to work from a level playing field becomes more important. It is also an ongoing issue for the enhanced status quo option, where there is dissatisfaction from local boards who feel they are underfunded in relation to levels of service issues. In order to address this issue for either Option 1 or Option 3:

- further work would be required at a much greater level of detail on service levels; and
- consideration would need to be to funding local boards for more equitable levels of service over time.

Impacts on organisational support:

54. Given the difficulties in predicting the impact on the required organisational support, it is suggested that decisions in principle on which approach is supported and whether minimum service levels are desirable would enable the organisational workstream to explore further the impacts on organisational resourcing.

55. The working party recommendations is that the governing body supports, in principle, moving towards greater decision making over operational budgets for local boards but after having considered the issues of equalising services, setting minimum service levels and considering the impacts on organisational support requirements.

Appendix 8 – Background - Governance Framework Review and Service Levels and Funding project

92. Auckland Council ("Council") amalgamated in 2010, enabled by the Local Government (Auckland Council) Act 2009 and Council has developed policies, processes, protocols and organisational support structures for this new and rare co-governance model.

93. In 2015 Council commissioned an independent review of this co-governance framework ("Review") to consider whether it is working effectively and meeting the aims of the 2010 reforms. The intent of the Review was not to recommend wholesale changes to the governance structure, as the scope and scale of governance reform was so significant that it was always going to take time to mature.

94. It was Council's view that public and central government appetite for further significant change would be low, and the Review focused on making the existing framework work better for Auckland. Council-controlled organisations (CCOs) and the Independent Māori Statutory Board (IMSB) were not in scope.

95. Council received the Report which contained thirty-six individual recommendations which were organised into four workstreams:

- Policy workstream
- Funding and finance workstream
- Governance and representation workstream
- Organisational support workstream.

96. These workstreams were overseen by an Executive Steering Group and reported to a Political Working Party on each of the recommendations.

97. An overall finding of the Review was

"that there needs to be more recognition, support and empowerment of local boards as governors of a discrete set of local services and activities. The drivers of Auckland's amalgamation were not just stronger regional decision-making, but also greater community engagement and decision-making at the local level."

Source Governance Framework Review: Recommendations of the Political Working Party: File No.: CP2017/19833

98. The Review also concluded that Council's early focus was on the regional efficiencies of Council activities ahead of the local priorities, but that this focus is not sustainable in the long term and nor consistent with the policy intent of the governance reforms.

99. On 28 September 2017, the Governing Body received the thirty-eight recommendations of the political working party overseeing the consideration of the Governance Framework Review (GFR). Some recommendations required further work and reporting back to Council, including that related to Service Levels and Funding.

100. The Governing Body passed the following resolution on 28 September 2017.

Operational funding and service levels

y) approve, in principle, that local boards will be given more flexibility of decision-making over operational funding and service levels and, that before final decisions on the degree of that flexibility are made, further work (including a more detailed timeframe) be reported back to the governing body on:

i) existing service levels

ii) options for equalising service levels between local boards

iii) options for minimum service levels and to which activities these may apply

iv) the impacts on organisational support.

Excerpt 11: Governing Body Resolution GB/2017/118 28 September 2017

101. Funding for this further work was approved in the 2018-2028 LTP and the Governance Framework Review – Service Levels and Funding project commenced on 2 July 2018.

102. The Governance Framework Review Service Levels and Funding project established a Working Group from across Council, as shown in Figure 11.

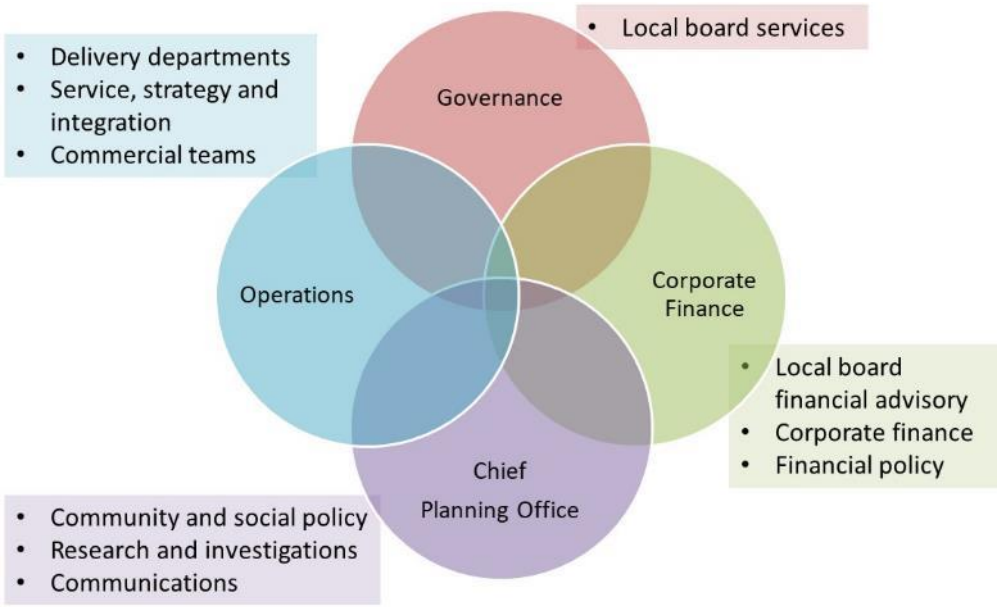

Figure 11 - GFR Service Levels and Funding project working group composition

103. Overall project objectives are:

- Assess existing service levels for a range of services by local board area such that variation in service levels may be better understood.
- Develop and evaluate options for more equitable service levels.
- Consider whether delivery of a local service to a common “city wide” minimum service level be funded before local boards exercise their decision-making responsibilities over service levels and remaining local board funding.

Appendix 9 – Our Activities - Local Community Services

104. Community Services are defined under the current LTP, 2018-28, as:

Local community services contribute to community wellbeing and a sense of belonging by increasing participation in local events, programmes and activities, across library information and literacy services, arts and culture, parks sport and recreation and, events facilitation. These services are provided through the provision of community facilities and spaces that are owned or managed by the Council, and in some instances through community group partnerships.

Community-led action and volunteering is supported through provision of local grants programmes, community leases, advice and activities where local communities or communities of interest can get involved and shape the way we deliver services or provide community assets.

Celebrating our cultural heritage means Auckland has a unique point of difference. Investment in dual-naming (Te Reo and English) of our libraries, community facilities, parks and landmarks connect us with the rich history of Auckland as a place, while programmes such as Auckland Libraries Dare to Explore summer reading programme (provided in English and Te Reo) mean all Aucklanders have opportunities to learn our official language.

Excerpt 12: Long-Term Plan 2018-2028, Volume 2, Section 2.6

Auckland
Council
Te Kaunihera o Tāmaki Makaurau