

I hereby give notice that an ordinary meeting of the Chief Executive Officer Review Committee will be held on:

**Date:** Wednesday, 1 June 2016  
**Time:** 1.30pm  
**Meeting Room:** Level 26  
**Venue:** 135 Albert Street  
Auckland

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## Chief Executive Officer Review Committee

### OPEN AGENDA

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#### MEMBERSHIP

<b>Chairperson</b>	Hon Christine Fletcher, QSO
<b>Deputy Chairperson</b>	Mayor Len Brown, JP
<b>Members</b>	Cr Bill Cashmore Deputy Mayor Penny Hulse Cr Penny Webster Cr George Wood, CNZM

(Quorum 3 members)

**Tam White**  
**Democracy Advisor**

**27 May 2016**

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## TERMS OF REFERENCE

### **Responsibilities**

The Chief Executive Review Committee is established to review the Chief Executive's performance and to recommend to the Governing Body the terms and conditions of the CE's employment including any performance agreement measures and annual remuneration.

### **Powers**

All powers necessary to perform the Committee's responsibilities.

#### Except:

- (a) powers that the Governing Body cannot delegate or has retained to itself (see Governing Body responsibilities)
- (b) where the Committee's responsibility is limited to making a recommendation only.

## **Exclusion of the public – who needs to leave the meeting**

### **Members of the public**

All members of the public must leave the meeting when the public are excluded unless a resolution is passed permitting a person to remain because their knowledge will assist the meeting.

### **Those who are not members of the public**

#### General principles

- Access to confidential information is managed on a “need to know” basis where access to the information is required in order for a person to perform their role.
- Those who are not members of the meeting (see list below) must leave unless it is necessary for them to remain and hear the debate in order to perform their role.
- Those who need to be present for one confidential item can remain only for that item and must leave the room for any other confidential items.
- In any case of doubt, the ruling of the chairperson is final.

#### Members of the meeting

- The members of the meeting remain (all Governing Body members if the meeting is a Governing Body meeting; all members of the committee if the meeting is a committee meeting).
- However, standing orders require that a councillor who has a pecuniary conflict of interest leave the room.
- All councillors have the right to attend any meeting of a committee and councillors who are not members of a committee may remain, subject to any limitations in standing orders.

#### Independent Māori Statutory Board

- Members of the Independent Māori Statutory Board who are appointed members of the committee remain.
- Independent Māori Statutory Board members and staff remain if this is necessary in order for them to perform their role.

#### Staff

- All staff supporting the meeting (administrative, senior management) remain.
- Other staff who need to because of their role may remain.

#### Local Board members

- Local Board members who need to hear the matter being discussed in order to perform their role may remain. This will usually be if the matter affects, or is relevant to, a particular Local Board area.

#### Council Controlled Organisations

- Representatives of a Council Controlled Organisation can remain only if required to for discussion of a matter relevant to the Council Controlled Organisation.

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**1 Apologies**

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

**2 Declaration of Interest**

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

**3 Confirmation of Minutes**

That the Chief Executive Officer Review Committee:

- a) confirm the ordinary minutes of its meeting, held on Wednesday, 23 March 2016, as a true and correct record.

**4 Petitions**

At the close of the agenda no requests to present petitions had been received.

**5 Public Input**

Standing Order 7.7 provides for Public Input. Applications to speak must be made to the Democracy Advisor, in writing, no later than **one (1) clear working day** prior to the meeting and must include the subject matter. The meeting Chairperson has the discretion to decline any application that does not meet the requirements of Standing Orders. A maximum of **thirty (30) minutes** is allocated to the period for public input with **five (5) minutes** speaking time for each speaker.

At the close of the agenda no requests for public input had been received.

**6 Local Board Input**

Standing Order 6.2 provides for Local Board Input. The Chairperson (or nominee of that Chairperson) is entitled to speak for up to **five (5) minutes** during this time. The Chairperson of the Local Board (or nominee of that Chairperson) shall wherever practical, give **one (1) day's** notice of their wish to speak. The meeting Chairperson has the discretion to decline any application that does not meet the requirements of Standing Orders.

This right is in addition to the right under Standing Order 6.1 to speak to matters on the agenda.

At the close of the agenda no requests for local board input had been received.

**7 Extraordinary Business**

Section 46A(7) of the Local Government Official Information and Meetings Act 1987 (as amended) states:

“An item that is not on the agenda for a meeting may be dealt with at that meeting if-

- (a) The local authority by resolution so decides; and
- (b) The presiding member explains at the meeting, at a time when it is open to the public,-

- (i) The reason why the item is not on the agenda; and
- (ii) The reason why the discussion of the item cannot be delayed until a subsequent meeting.”

Section 46A(7A) of the Local Government Official Information and Meetings Act 1987 (as amended) states:

“Where an item is not on the agenda for a meeting,-

- (a) That item may be discussed at that meeting if-
  - (i) That item is a minor matter relating to the general business of the local authority; and
  - (ii) the presiding member explains at the beginning of the meeting, at a time when it is open to the public, that the item will be discussed at the meeting; but
- (b) no resolution, decision or recommendation may be made in respect of that item except to refer that item to a subsequent meeting of the local authority for further discussion.”

## **8 Notices of Motion**

At the close of the agenda no requests for notices of motion had been received.

## Summary of Performance for Half Year 2015/16

File No.: CP2016/09391

### Purpose

1. To update the committee on highlights of the council's performance for the period since 1 January 2016.

### Executive Summary

2. The committee has agreed a set of performance targets for the chief executive. The performance targets will be measured using indicators from the newly approved Organisational Strategy. The accompanying committee paper provides an update on progress with the Organisational Strategy. The performance indicators will be in place to assist committee members in their assessment of the chief executive's performance at the end of the current calendar year and at the conclusion of the 2016/17 financial year.
3. In the interim, this paper provides a summary of some highlights of the council's organisational performance for the period since 1 January 2016. This information augments the more comprehensive Auckland Council Performance Report for the period 1 July 2015 to 31 March 2016 which was presented to the Finance and Performance Committee on 19 May 2016 (CP2016/08120 refers).
4. This report provides committee members with an indication of the diversity and breadth of activities underway since the committee last formally reviewed the chief executive's performance in December 2015.

### Recommendation

That the Chief Executive Officer Review Committee:

- a) note the contents of this report.

### Comments

5. This paper provides committee members with a summary of some highlights of the council's organisational performance for the period since 1 January 2016. This paper augments the more comprehensive quarterly reports to the Finance and Performance Committee.

### Context

6. A major focus for the chief executive is getting the organisation fit for purpose to meet the challenges ahead. We have implemented an Organisational Strategy that focuses on our key priorities and organisational leaders are clear about the need to deliver results.
7. We are operating in a constrained funding environment. We are relentlessly pursuing cost savings to reduce the burden on rates and non-rates revenue. In the first quarter of this year we reported on the IS Roadmap which aims to save \$37 million plus an on-going saving of \$1 million annually. In addition, we aim to deliver \$70 million in cost savings by the end of this financial year through improved procurement practices and we will bank significant debt servicing cost savings for the next several years by refinancing our EMU loan.
8. Modernisation is driving new ways of doing business with our citizens and customers. We are modernising our services to make them more relevant and easier to use. This report highlights our movement towards more online services which meets the changing expectations of our customers for self service and a digital experience.
9. We are increasing our capability and capacity to respond to Auckland's growth opportunities. Continued population and economic growth is driving a sustained increase in demand for council services. Our biggest pressures relate to housing supply, responding to the market for the timely release of land, putting in place supporting infrastructure and processing resource and building consents.

10. In response, we are on schedule to receive the Unitary Plan Independent Hearings Panel recommendations and the organisation is in a good position to support the Governing Body as it makes its Unitary Plan decisions. We have had productive conversations with central government to progress major infrastructure projects. This includes discussions with Treasury on how additional infrastructure costs could be funded. And our regulatory teams are consistently increasing volumes while delivering within the statutory timeframes. More recently, councillors were advised that Building Control were using the services of other councils as a temporary measure to keep on top of volumes and this has been a cost effective way of maintaining high throughput. We have also raised public awareness of shoddy building practices and substandard building products as a means of reducing the number of wasteful building inspections.
11. Looking ahead, elected members will receive advice from the ATAP project, the Port Future Study and City Rail Link funding negotiations in the coming months. These are big issues for Aucklanders and teams from across the council group are working hard to ensure elected members receive sound advice.
12. Finally, elected members will be aware that the organisation is preparing for the October elections and any uncertainty the election period may bring.

### Auckland development

13. The Auckland Unitary Plan: To support the council's position regarding the Unitary Plan, council staff attended all Independent Hearings Panel (IHP) hearings up to April 2016. The Unitary Plan process reached a major milestone on 13 May 2016 when hearings before the IHP came to an end. The Proposed Auckland Unitary Plan received 9,443 submissions during an extensive five-month consultation period, followed by 3,951 further submissions. Hearings before the IHP began in September 2014. Since then it has held 242 days of hearings and IHP members have read through more than 10,000 pieces of evidence from submitters from right across the region. The IHP is working towards July's deadline to present its recommendations back to Auckland Council.
14. Once received on 22 July 2016, Auckland Council has 20 working days to consider the IHP's recommendations. The Governing Body is expected to make its final decisions on the plan in late August 2016.
15. Auckland Transport Alignment Project: The chief executive co-chairs the ATAP Governance Group. The council and Auckland Transport (AT) are providing strong analytical support to the project alongside the Treasury, Ministry of Transport, NZ Transport Agency and the State Services Commission. The chief executive is working with all stakeholders to ensure the project delivers its outputs on time and to the correct quality. The ATAP foundation report was publicly released on 19 February 2016 as the first major deliverable. The foundation report outlines Auckland's current and future transport challenges, and how the transport system needs to develop to meet the region's needs. It also sets out how possible transport projects, services and policies will be evaluated in the next stages of the project.
16. The second deliverable containing preliminary findings and initial conclusions will be provided to the participants by the end of the month. It provides initial advice ahead of the final report which will be completed by the end of August 2016.
17. City Rail Link: The chief executive, together with the AT chief executive and in consultation with the Mayor's Office, is working with officials from the Treasury and the Ministry of Transport to negotiate a funding proposal with the Crown. The work includes identifying ownership responsibilities and risks. A successful outcome of this work will allow the main CRL works to begin in 2018. The draft funding and ownership proposal will be presented to elected members for consideration when available.

18. Port Future Study: The chief executive provides project support to the project's Independent Chair and his support staff. This entails assisting meetings of the Consensus Working Group and Reference Group as well as providing interim updates to the Auckland Development Committee. The Port Future Study is an independent collaborative stakeholder and Māori study that is on track to present its recommendations for a strategy to accommodate Auckland's trade to the Auckland Development Committee in July this year.
19. Special Housing Areas: Forty-eight new Special Housing Areas (SHAs) within Tranches 9 and 10 have been approved by the council's Governing Body. This brings the total number of SHAs to 154, with a potential yield of 55,757 sites and dwellings.
20. Funding and infrastructure development prioritisation to support new housing: Auckland Council staff, together with support from Auckland Transport and Watercare, assisted the Treasury to assess our prioritisation and funding mechanisms to support new housing development. The Treasury presented their analysis to the Minister of Finance which was considered as part of a Cabinet strategy discussion on Auckland. The Treasury report was shared with councillors on 4 April 2016. The Treasury analysis broadly accepts the financial constraints the council faces and acknowledged that alternative funding tools should be considered.
21. Tamaki Transformation "Stage 2": Full capitalisation of the joint structure has concluded and a new shareholders agreement to commence actual redevelopment of Tamaki has been agreed.
22. Tupuna Maunga Authority's draft Integrated Management Plan: The draft plan for the tūpuna maunga has been notified for public submission. The plan will supersede the existing reserve management plans and provide future direction for how the tupuna maunga will be managed.
23. Lee Kuan Yew World City Prize 2016: Auckland received a Special Mention in the prestigious Lee Kuan Yew World City Prize 2016. The advisory letter noted Auckland's success in "overcoming its planning challenges faced over the past 20 years, notably through a highly integrated and innovative governance model".
24. Tripartite Economic Alliance: The council hosted the second annual summit of the Tripartite Economic Alliance between Los Angeles, Guangzhou and Auckland. Council staff assisted ATEED and the Mayor's Office in the planning and hosting of the event.
25. Auckland Council was awarded the Best Business Project at the 2016 Sister Cities New Zealand Awards, held in Nelson in April. The award is sponsored by Air New Zealand. It recognises the value of the mission of 43 Auckland business delegates to Los Angeles in 2015 as part of the inaugural tripartite summit between Los Angeles, Guangzhou and Auckland.

### Regulatory functions

26. Resource consents: The number of resource consents received continues to rise and is currently 8.3 per cent higher compared to the same ten month period in the prior year (July 2015 – Apr 2015 = 12,860 compared to July 2015 – April 2016 = 13,931).
27. Wynyard Quarter consents: There have been a relatively large number of consents processed for the Wynyard Quarter area including the new ASB Waterfront Theatre, construction of the \$200 million Park Hyatt and Panuku Development Auckland's upgrades to Madden Street and Pakenham Street. Up to 1,000 construction workers are on sites, focused on \$1 billion of work in Wynyard Central.
28. City Rail Link consenting: CRL consenting is progressing and monitoring underway with significant collaboration across the council organisation.

29. Building Control demand: Demand remains strong for building control services as growth accelerates. Inspections are up 10.3 per cent year to date compared to 2014/15 and the last quarter was up 7 per cent compared to the same period last year. Lodged consents are up 15 per cent year to date compared to 2014/15 and the last quarter was up 6 per cent compared to the same period last year.
30. Building Control award: Building Control won the award for Innovation in Organisation and People Development at the SOLGM Local Government Excellence Awards 2016 for its Regulation 18 training programme. It was considered the best people development programme across all councils in the face of some heavy competition and record numbers of entries.
31. Shoddy buildings media campaign awareness: Council has been raising awareness with Aucklanders about our concerns with some of the poor building practices that we have come across in building inspections and the use of substandard building materials. The shoddy building practices issues was a lead item on the OurAuckland website, the story and videos showing shoddy work were picked up by the Herald and Fairfax media, and the videos have recorded more than 41,000 views. The substandard building products awareness was the lead front page NZ Herald item on 24 May 2016.
32. Animal management: Council was recently Highly Commended in the Public Relations Institute of New Zealand (PRINZ) annual awards. The award went to the enormously successful “Walkies” event, which introduced shelter dogs to people at Victoria Park, and generating excellent publicity for council. Animal management is a highly emotive subject and attracts a great deal of comment in social and local media. This event saw widespread media coverage including the Mike Hosking show, Breakfast, Stuff, over 500 people attended, 320 people signed up to walk a dog and all dogs at the event were homed afterwards. Social media results were outstanding with our strongest ever LinkedIn Post earning over 20,000 impressions, over 3,000 social interactions, almost 50,000 total organic impressions and 504 unique page views.
33. Adoptable dogs rehomed: This year 100 per cent of adoptable dogs have been re-homed from council animal shelters.
34. Menacing dogs: In April, Auckland Council launched an initiative aimed at reducing the harm done by menacing dogs in vulnerable communities. An amnesty for owners of unregistered menacing dogs saw those who qualified receiving free registration for 2016/17 and discounted de-sexing and micro-chipping. Over three hundred dog owners had come forward within the first month of the campaign. From 1 July 2016, Auckland Council’s Animal Management team will conduct a widespread enforcement campaign. Any unregistered menacing dogs will automatically be seized and the owners fined.
35. Food safety: The standard of food served around the city got a boost in March as Auckland Council launched a new food grading system, EatSafe. The new grading system, with the tagline ‘turning up the heat on food safety’, comes as the Ministry for Primary Industries (MPI) brings into force the 2014 Food Act. The new law helps modernise and strengthen food safety and the new grading scheme reflects this.
36. Alcohol licensing: An investigation, carried out in February by council’s alcohol licensing inspectors and accompanied by the Police, has resulted in an application to have an alcohol license cancelled. This is the first such application in New Zealand under the new Sale and Supply of Alcohol Act 2012 and comes after the outlet sold alcohol to a minor for the third time in just over two years.

37. Licensing and request for service volumes: The volume of food premises licensed has increased by 2 per cent to 8,935 in the year to 31 March 2016. These are projected to increase by an additional 25 per cent over the next three years as food operators transition to the Food Act 2014 and new premises come into scope. Responses to complaints received regarding alleged bylaw breaches increased by 7 per cent to 9,287 in the year to 31 March 2016. The number of noise complaints received increased by 11 per cent to 51,588 in the year to 31 March 2016. The council's animal management team have responded to 21 per cent more calls for assistance since 1 April 2014.

### Environmental management

38. Inorganic collections: The new inorganic collections service started in February 2016 and has been rolled out across the region. Currently, the number of households booking an inorganic collection is 15 per cent of all eligible households.
39. Te Auaunga Awa (Oakley Creek) stormwater project: The \$20 million Te Auaunga Awa (Oakley Creek) stormwater project has received resource consents and the procurement plan was approved by the Tenders and Procurement Committee. The project will deliver flood mitigation, amenity and ecosystem, and other community services outcomes, and is on track to commence this calendar year.

### Parks, community and lifestyle

40. Sport and Recreation Sector Forum: On 19 February 2016 the Sport and Recreation unit in conjunction with Aktive and Sport New Zealand hosted the Sport and Recreation Sector Forum. It was attended by the Minister for Sport and Recreation and Mayor Brown and more than 100 experts or sport leaders.
41. Three reports presented at the event: Sport and Active Recreation in the Lives of Auckland Adults; The Economic Value of Sport and Recreation to the Auckland Region; and Auckland Sport and Recreation Strategic Action Plan – Annual Report 2015. The research shows that sport and recreation make a significant contribution to the Auckland economy accounting for \$1.7 billion per annum, or 2.2 per cent of regional GDP.
42. Connected Auckland through active transport: The Parks Recreation and Sport Committee adopted an approach to implement greenways on parks and open space that contributes to achieving a connected Auckland through active transport. This approach includes criteria to guide allocation of the greenway component of the parks development (growth) programme, on parks and open space. An integrated approach was adopted to consider active transport provision and delivery in a more joined up way across council parks and open space and Auckland Transport to achieve the objective of a connected Auckland through active transport.
43. Healthy Auckland Together: Healthy Auckland Together is a coalition of 21 agencies committed to making Auckland the world's most liveable city - where all of its people can live a full and healthy life. By working collaboratively, the coalition aims to make it easier for everyone to be active, eat better and stay a healthy weight. The chief executive and the Clinical Director of the Auckland Regional Public Health Service (ARPHS) co-signed the agreement "Intention to Collaborate".
44. Agencies have co-delivered a joint action plan including priority actions and key indicators. This uses a collective impact approach which delivers better metrics, monitoring and evaluation to council at no further cost. By working across the agencies we are better able to understand information to target services.
45. Enterprise online booking system: There are many council places and services available for our ratepayers, communities and customers. We need to make it easy for our customers to find out what is on offer, and to gain access to it. Going Places Online is a phased initiative that aims to provide a single digital channel and consistent online experience for customers wanting to use council places and services. This supports council becoming a 'digital council' and meeting customers' expectation for online options.

46. The first phase of the rollout commenced earlier this year, with customers being able to hire a community venue online. Work is also underway to enable customers to process an online application for permitting events. Over time, other council places and services will migrate to the new booking system, aiming to deliver a more streamlined digital experience from council.
47. Otamariki Street ball court: The first commercial partnership from the Strategic Partnerships Programme is fully underway. This initiative is a partnership between council, the community and Spark. The asset is fully funded by Spark including the first two years of maintenance.
48. The initiative used a community development approach working alongside the local community to develop a three way partnership with Spark, a local group of volunteers and council. The court opened in late 2015 and is showing signs of being a great success. One community member said “this court has restored the mana to our community and our park. Before we had an old run down court, we thought council didn’t care about us. Now we can be proud, we have got something for Otara that is as good as they have in the CBD and we deserve to have good things too. Thanks Council and thanks Spark.” A further three street ball courts will be delivered in 2016/17 through Spark funding.
49. Summer events season: A hugely successful summer events season was delivered that has included over 80,000 Aucklanders attending fifty-two Music and Movies in Parks events. This was partly enabled through leveraging commercial sponsorship which has reduced the financial burden on ratepayers. Compared to 2015, attendance was up 30 per cent for music and 70 per cent for movies.
50. Sculpture in the Gardens: The event, held at the Auckland Botanic Gardens, attracted 338,000 visitors over three months, with 93.8 per cent of all visitors satisfied with their experience. A total of 39,600 international visitors attended the exhibition. At the opening it was announced that the Friends of the Auckland Botanic Gardens had purchased two artworks for permanent display at the Botanic Gardens. A third artwork has also been donated to the Botanic Gardens.
51. Going Places Online: The online customer-focused online booking platform for community halls and venues for hire was initiated. The programme will be rolled out to other facilities soon.
52. Community Development savings: The Arts, Community and Engagement team are in transition to a new model of community development that focuses on local priorities and empowerment of communities, which will deliver \$2 million per year in operating savings from 2016/17.

### Financial performance

53. Procurement savings: The Group Chief Financial Officer (GCFO) initiated a programme to leverage the purchasing power of the council group. The GCFO considered the council group could use its combined purchasing power to drive better prices from suppliers. The initiative, referred to as the *harihari project*, has delivered \$55 million as at 17 May 2016, and is on target to increase those savings to \$70 million by 31 June 2016.
54. Prestigious National Procurement Award: On 19 May 2016, Sara Hay, the council’s General Manager Procurement won the EY Procurement Leader of the Year Award at the inaugural EY New Zealand Procurement Excellence Awards. The award demonstrates the great people talent council now attracts and the quality of work underway.
55. Domestic bond issue: In March 2016 the GCFO concluded a \$250 million domestic bond issue at a record low coupon rate of 3.04 per cent for a four year term. This was a hard won negotiated rate and represents continued strong appetite for Auckland paper.

56. Asian bond roadshow: Between 9 and 13 May 2016 the GCFO participated in an Asian roadshow with the NZ Debt Management Office (DMO), the Local Government Funding Agency (LGFA) and Fonterra in Tokyo and Taipei to meet with prospective holders of council bonds. The council also held separate meetings in Hong Kong. This is the first time the council has participated in a roadshow with the group and represents a landmark first for a “NZ Inc.” roadshow. About 70 potential investors attended the meeting bilaterals with the majority showing a keen interest in council bonds.
57. EMU loan refinancing: The finance team are in discussions with the Crown with the aim of taking advantage of lower interest rates. The Governing Body was advised of the quantum of savings that could be achieved through a debt restructuring agreement which would amount to several million dollars per year for the next several years.

### Corporate initiatives

58. Organisational strategy: The council’s three year organisational strategy has been developed and approved. The strategy outlines outcomes, initiatives and the performance framework. A new and improved reporting framework has been implemented to assist the organisation to better understand performance against key metrics. The supporting structures include the creation of a high level Investment Group and ELT sub-groups who will provide organisational strategy oversight. SLT has been briefed on their contribution and responsibilities for achieving the organisational strategy outcomes.
59. The chief executive’s performance objectives have been aligned to the organisational strategy, as have departmental business plans, team plans and individual goals.
60. IT Roadmap implementation: The GCFO advised the Finance & Performance Committee that significant on-going savings could be achieved by reviewing the council’s IT functions. Affected staff have been informed and a new Director IT is being recruited to lead the implementation of the review.
61. Collective employment agreement: On 22 March 2016, Auckland Council’s largest collective employment agreement with the PSA was ratified for a further three years. This was the culmination of five months of extensive, but constructive negotiations with the PSA. The outcome was a significant improvement in this agreement, which directly covers 2,000 PSA members, and indirectly affects a further 3,000 non-members.
62. Leadership discussions with senior leaders: “Leadership Expectations and Management Essentials” were introduced in early 2016 to outline the expectations of an Auckland Council Leader. They are supported by Leadership Compass, which guides leaders through a self-assessment and series of feedback conversations to identify their individual leadership strengths and areas for development.
63. Graduate employment: Auckland Council was voted by tertiary students as the 3rd Most Desired Graduate Employer in New Zealand and 1st Most Desired Graduate Employer for the government sector. In 2016, we have had 152 participants on graduate, intern and cadet programmes, achieving diversity targets with 65 per cent of participants women, 13 per cent Maori and 13 per cent Pasifika.
64. Health and safety: Over the first half of this year, there has been a heightened focus on health and safety to ensure staff, leaders and elected members are aware of their obligations under the relevant legislation. A strategic plan for health, safety and wellbeing has been developed and integrated into the organisational strategy as a key priority. A new team has been established with a business partner focus that supports a proactive approach to health and safety with a proactive engagement with all parts of the council.
65. Auckland Council has transitioned into the new legislative context with numerous activities across the organisation in support of this including elected member and executive leadership due diligence briefings; revised contract terms of engagement; an improved employee participation programme with rep roadshows planned for May and June; and staff training to support the transition across the region.

66. Te Toa Takitini (the Māori responsiveness work programme): The chief executive chairs the executive leadership group of Te Toa Takitini, which includes council's executive leadership team and the chief executives of the CCOs and the Independent Māori Statutory Board. This group drives delivery on Māori transformational shift priorities, including our response to IMSB's Treaty Audit. The current focus is on agreeing work programme priorities for FY 2016/2017.
67. Highlights from the first half of this year include: the inaugural Tāmaki Herenga Waka Festival; progress on developing Marae investment proposals and Papakainga initiatives; the Mana whenua kaitiaki summer rangers programme leading to employment for 6 of 8 interns; progress on developing Māori responsiveness plans for departments and CCOs; learning and development activities to build capacity to respond effectively to Māori; and ongoing engagement with the Office of Treaty Settlements and iwi in settlement negotiations. The current focus is on agreeing Māori transformational shift work programme priorities for FY 2016/2017.
68. Media and cut through of OurAuckland: One in three Aucklanders have seen or heard something about Auckland Council recently, with almost half (45 per cent) attributing their awareness to council's OurAuckland publication (hard copy or online). National newspapers are also sitting at 45 per cent, so this tells us that Aucklanders who have heard about Auckland Council are equally likely to hear about us from OurAuckland as from the national newspapers.
69. Elected member survey: The elected members 2016 survey was undertaken earlier this year. Initial results show that overall satisfaction with the advice and support provided by council employees has fallen to 51 per cent, from 63 per cent in 2014. Key areas identified for improvement are; the quality and timeliness of advice from staff to elected members; better understanding of local boards governance role; the relationship between Auckland Transport and local boards; improved communication and collaboration across the organisation; and clarity about how council's functions are organised following organisational restructuring. The survey is a very important tool that gauges elected member satisfaction and helps guide improvements in the services we deliver.
70. Governance centre of excellence: Council's complex governance model creates both opportunities and challenges. Council's governance division has commenced a programme of work designed to optimise support for our governance model and improve organisational understanding and practice around democratic and corporate (arms lengths entities) governance. One project in this work programme is looking at the local board and governing body relationship and considering matters such as: the decision-making framework; funding mechanisms; organisational processes/policy parameters; processes for making decisions on regional policy; and the responsiveness of the organisation to best balance regional and local decision-making; and the ability of the governing body and local boards to influence CCOs in their delivery of council activities.

## Consideration

### Local Board views and implications

71. Local board views have not been sought for this committee report.

### Māori impact statement

72. Māori outcomes are influenced through the successful delivery of the organisation's policy and services.

## Attachments

There are no attachments for this report.

## Signatories

Author	Michael Quinn - Executive Officer
Authorisers	Stephen Town - Chief Executive Christine Etherington - People & Capability Director



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## Update on Auckland Council Organisational Strategy

File No.: CP2016/10674

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The report was not available when the agenda went to print and will be circulated prior to the meeting.