Komiti ā Pūtea, ā Mahi Hoki / Finance and Performance Committee

OPEN ATTACHMENTS
ADDITIONAL ATTACHMENTS UNDER SEPARATE COVER

ITEM | TABLE OF CONTENTS | PAGE
---|---|---
10 | Finance and Performance Committee - Information Report - 15 May 2018 | 
| B. Shareholder comments on draft Statement of Intent 2018-2021 for Council-controlled organisations | 3

Note: The attachments contained within this document are for consideration and should not be construed as Council policy unless and until adopted. Should Councillors require further information relating to any reports, please contact the relevant manager, Chairperson or Deputy Chairperson.
2 May 2018

Keith Taylor
Chair
Auckland Council Investments Limited

BY EMAIL

Tēnā koe Keith

Shareholder comments on Auckland Council Investments Limited's draft Statement of Intent 2018-2021

The Finance and Performance Committee considered Auckland Council Investments Limited’s (ACIL)’s draft Statement of Intent 2018 - 2021 (SOI) at its 17 April meeting.

While the outcome of the proposal to disestablish ACIL is not known, it is appropriate to ensure that the SOI reflects the shareholder’s priorities. Therefore, the Committee has resolved to make the following comments on ACIL’s draft SOI. ACIL should work with council staff to ensure that these comments and any minor editorial changes are reflected in your final SOI.

General shareholder comments

As you know, the final SOI must reflect the decisions made as part of the council’s Long-term Plan 2018 - 2028 and meet statutory requirements. You should ensure that the SOI:

- Is fully consistent with the Long-term Plan 2018 – 2028, including all financial and non-financial information, performance measures and targets.
- Includes financial information for 2017/18, and the three subsequent years.

We expect that your staff will work with council staff to ensure that the legislative requirements are met and that all financial and non-financial information is well aligned between these documents as they are finalised.

Specific shareholder comments

You should ensure that the final SOI refers to the Auckland Plan 2050, including the Development Strategy, relevant performance measures, and any associated guidance.

The draft SOI did not address how ACIL will maintain oversight of Ports of Auckland Limited’s capital expenditure programme. I look forward to this being addressed in the final SOI.
I look forward to receiving the final SOI by 30 June 2018.

Yours sincerely

Phil Goff
MAYOR OF AUCKLAND

Copy to: CC Deputy Mayor Bill Cashmore
Councillor Penny Hulse, Chair, Environment and Community Committee
Councillor Chris Darby, Chair, Planning Committee
Councillor Ross Clow, Chair, Finance and Performance Committee
Stephen Town, Chief Executive, Auckland Council
John Crawford, Chief Executive, Auckland Council Investments Limited
2 May 2018

Dr Lester Levy
Chair
Auckland Transport

BY EMAIL

Tēnā koe Lester

Shareholder comments on Auckland Transport’s draft Statement of Intent 2018-2021

The Finance and Performance Committee considered Auckland Transport’s draft Statement of Intent 2018 - 2021 (SOI) at its 17 April meeting.

At the meeting, the Committee resolved to make a number of general comments that relate to each CCO and some comments that are specific to Auckland Transport.

Staff from Auckland Transport should work with council staff to ensure that these comments and any minor editorial changes are reflected in your final SOI.

General shareholder comments

As you know, the final SOI must reflect the decisions made as part of the council’s Long-term Plan 2018 - 2028 and meet statutory requirements. You should ensure that the SOI:

- Is fully consistent with the Long-term Plan 2018 – 2028, including all financial and non-financial information, performance measures and targets.

- Includes financial information for 2017/18, and the three subsequent years.

We expect that your staff will work with council staff to ensure that the legislative requirements are met and that all financial and non-financial information is well aligned between these documents as they are finalised.

In addition, you should ensure that:

1. The Auckland Plan: The final SOI discusses how Auckland Transport will implement the final version of the Auckland Plan 2050, including the Development Strategy, relevant performance measures, and any associated guidance.

2. Māori outcomes: The final SOI includes:
   i. A commitment to implement the responses to the findings in the 2017 report commissioned by the Independent Māori Statutory Board (IMSB) ‘Assessment of expenditure incurred by Auckland Council to deliver Māori outcomes’.
   ii. A statement about its role in participating and implementing the findings of the current Treaty Audit.
   iii. The refined priorities of Te Toa Takitini, the specific project / programme contributions that CCOs agree to make and any related performance measures. These should be reported on through the CCO quarterly reports.
3. **Shared services**: The final SOI includes an appropriate commitment to optimise efficiency and value, remove unnecessary duplication and different approaches to core systems and business processes, to pursue shared back-office delivery where appropriate and to better align our respective investment in information and communications technology.

**Specific shareholder comments**

Auckland Transport’s draft statement of intent demonstrates that it has a good understanding of the strategic issues it is facing, has strong alignment with the Auckland Plan 2050 priorities, and that it has largely responded to the priorities set out in the letter of expectations (especially in light of the uncertainty from the changes to central government policy settings and the refresh of the Auckland Transport Alignment Project). You should ensure that the final SOI addresses the priorities set out in the letter of expectation. To do this, it should:

- provide more detail on how the overlapping interests and activities with New Zealand Transport Agency, including for example how light rail will be progressed
- in regard to the expectation around allocation of road space to different modes, Auckland Transport should include a commitment to applying the Roads and Streets Framework in all of its projects, including renewals. There should also be more discussion about the ‘place’ value of roads and streets
- include a reference to working with the council and Panuku on the transfer of non-core assets for redevelopment and/or disposal.
- include its involvement in the preparation of the Auckland’s Waters strategy, and any other operational work it is doing to reduce contaminants and stormwater flows
- refer to its commitments to better engagement with elected members, and in particular with regard to place-making and local boards (through the implementation of the Governance Framework Review).

The Auckland Transport Alignment Project will very soon be released; you should ensure that the final work programme delivers on council and central government priorities.

There are a number of changes I would like to see in the performance measures. Some performance measures should be added, others could be made more ambitious and composite measures could be split out to improve accountability for performance in different areas. These are detailed in the table appended to this letter; Auckland Transport should work with the council to refine the measures before adopting its final statement of intent.

You should also ensure that the final SOI includes Auckland Transport’s contribution to reducing carbon emissions and ensuring resilience to climate change. This should include how Auckland Transport is planning to implement the Fossil Fuel Free Streets Declaration and the commitment to electric buses, which will require work to be started well in advance. Over the coming year, Auckland Transport should work with the council to develop a benchmark and target for carbon emission reductions which could be included in the next statement of intent and carried into the Auckland Climate Action Plan, currently under development by the council.

I look forward to receiving the final SOI by 30 June 2018.

Yours sincerely

Phil Goff

MAYOR OF AUCKLAND
Copy to: Deputy Mayor Bill Cashmore
Councillor Ross Clow, Chair, Finance and Performance Committee
Councillor Penny Hulse, Chair, Environment and Community Committee
Councillor Chris Darby, Chair, Planning Committee
Stephen Town, Chief Executive, Auckland Council
Shane Ellison, Chief Executive, Auckland Transport
### Detailed comments on proposed Auckland Transport performance measures

<table>
<thead>
<tr>
<th>Measure</th>
<th>Comment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Arterial road productivity</td>
<td>Auckland Transport proposes reporting reported on the average lane productivity. However, there would be benefit in splitting this out into bus lane, transit lane, and general lane reporting, which would allow monitoring the high productivity lanes and potentially ensure the focus stays on space efficient modes during peak periods.</td>
</tr>
<tr>
<td>Rail journey times</td>
<td>Auckland Transport should consider including a performance measure for journey time improvements for rail.</td>
</tr>
<tr>
<td>Bus lane kilometres</td>
<td>The previous target for bus lane kilometres implemented has been removed with no clear rationale. Auckland Transport should consider including this performance measure.</td>
</tr>
<tr>
<td>Public transport boardings</td>
<td>Auckland Transport should consider a more ambitious target for total public transport boardings.</td>
</tr>
<tr>
<td>Rapid transport network and frequent transport network</td>
<td>Auckland Transport should consider reporting on boarding numbers for the rapid or frequent transport network, as well as the proposed measure (growth of the rapid or frequent transport network compared to total boardings growth).</td>
</tr>
<tr>
<td>Cycleways and cycle counts</td>
<td>Currently, there are only placeholders for these targets. The Government Policy Statement for Transport has now been released, which has allocated a significant budget towards cycling improvements. The council looks forward to seeing an ambitious target, which can be refined once the Auckland Transport Alignment Plan has been completed.</td>
</tr>
<tr>
<td>Sustainable mode share</td>
<td>The targets for sustainable mode share from travel planning programmes are lower than the results achieved over the last two years. Auckland Transport should include a more ambitious target.</td>
</tr>
<tr>
<td>NZTA co-funding</td>
<td>Auckland Transport should consider a performance measure for NZTA co-funding.</td>
</tr>
<tr>
<td>Road safety</td>
<td>Auckland Transport should consider a more ambitious target for reducing overall deaths and serious injuries. It should also look at measures with an outcome focus rather than outputs. For example, the specific target related to intersection safety is expressed in terms of an Auckland Transport input (i.e. number of intersections worked on) rather than the outcome of that work (i.e. reduction in accidents or DSI at intersections where Auckland Transport has undertaken improvements).</td>
</tr>
<tr>
<td>Walking</td>
<td>There is no target or performance measure for walking; Auckland Transport should consider a suitable measure (possibly relating to the city centre and which could support Auckland Council’s business case for walking).</td>
</tr>
</tbody>
</table>
2 May 2018

David McConnell
Chair
Auckland Tourism, Events and Economic Development Limited

**BY EMAIL**

Tēnā koe David

**Shareholder comments on ATEED's draft Statement of Intent 2018-2021**

The Finance and Performance Committee considered Auckland Tourism, Events and Economic Development's (ATEED's) draft Statement of Intent 2018 - 2021 (SOI) at its 17 April meeting.

The Committee resolved to make a number of general comments that relate to each CCO and some comments that are specific to ATEED. Staff from ATEED should work with council staff to ensure that the final SOI represents these comments.

I acknowledge that you are anticipating further refinement from the draft SOI. Now that the first principles review is drawing to a close, and will be discussed at a workshop between ATEED and the Governing Body on 8 May, I look forward to seeing the final SOI represent the agreed strategic direction.

**General shareholder comments**

As you know, the final SOI must reflect the decisions made as part of the council’s Long-term Plan 2018 - 2028 and meet statutory requirements. You should ensure that the SOI:

- Is fully consistent with the Long-term Plan 2018 – 2028, including all financial and non-financial information, performance measures and targets.
- Includes financial information for 2017/18, and the three subsequent years.

We expect that your staff will work with council staff to ensure that the legislative requirements are met and that all financial and non-financial information is well aligned between these documents as they are finalised.

In addition, you should ensure that:

1. **The Auckland Plan:** The final SOI refers to the final version of the Auckland Plan 2050, including the Development Strategy, relevant performance measures, and any associated guidance.

2. **Māori outcomes:** The final SOI includes:
   i. A commitment to implement the responses to the findings in the 2017 report commissioned by the Independent Māori Statutory Board (IMSB) 'Assessment of expenditure incurred by Auckland Council to deliver Māori outcomes'.
   ii. A statement about its role in participating and implementing the findings of the current Treaty Audit.
iii. The refined priorities of Te Toa Takitini, the specific project / programme contributions that CCOs agree to make and any related performance measures. These should be reported on through the CCO quarterly reports.

3. **Shared services:** The final SOI includes an appropriate commitment to optimise efficiency and value, remove unnecessary duplication and different approaches to core systems and business processes, to pursue shared back-office delivery where appropriate and to better align our respective investment in information and communications technology.

**Specific shareholder comments**

You should be clear in the final SOI on what activities have been re-prioritised for the new focus areas.

The SOI should show more evidence of how ATEED will engage with Panuku and the Southern Initiative (TSI) to integrate economic outcomes into their work. It should also have a greater focus on working more with Business Improvement Districts.

The ‘support business growth’ workstream (in the preamble) talks about the importance of small business but the work programme activities largely relate to large, multi-national businesses and those that can trade internationally. ATEED should provide more clarity on what it proposes to do for small-medium businesses.

The draft SOI includes a greater emphasis on achieving outcomes for Māori. However, the specific activities do not appear to reflect a change in scope or scale of Māori economic development. ATEED should include specific detail on additional programmes which give effect to this greater emphasis.

ATEED is proposing five new composite measures to assess their performance. With the information provided, staff have not been able to determine the value of these key performance indicators or to determine that the measures will be able to be updated and reported on quarterly. Council staff will work with ATEED to further to understand how these measures will be developed. In particular:

- how ‘value’ in the ‘value of investment’ key performance indicator is determined (for example, does it represent additional jobs, revenue or Gross Domestic Product), and how it is calculated,
- what is the definition of a new job, and how will the number of new jobs be calculated. Whether a baseline can be created from existing data and past performance in this area, and if so, whether targets could be provided,
- which measures will be incorporated into the long-term plan,
- how the measures will provide information on how well ATEED is performing for target sectors, locations and Māori.

In addition to the five new composite key performance indicators, ATEED are proposing a set of monitoring indicators. It is positive that the indicators align to those in the proposed Auckland Plan 2050. ATEED should consider using the Auckland Plan 2050 measure ‘relative deprivation across Auckland’ as an alternative to ‘a decline in poverty’.

You should also ensure that the final SOI responds to the supplementary letter of expectations, and considers ATEED’s contribution to reducing carbon emissions and ensuring resilience to climate change. In particular, ATEED could play a role in understanding the risks to Auckland’s economy from climate change, and helping to mitigate those where appropriate.
I look forward to receiving the final SOI by 30 June 2018.

Yours sincerely

Phil Goff
MAYOR OF AUCKLAND

Copy to: Deputy Mayor Bill Cashmore
Councillor Ross Clow, Chair, Finance and Performance Committee
Councillor Penny Hulse, Chair, Environment and Community Committee
Councillor Chris Darby, Chair, Planning Committee
Stephen Town, Chief Executive, Auckland Council
Nick Hill, Chief Executive, Auckland Tourism, Events and Economic Development Limited
2 May 2018

Richard Aiken
Chair
Panuku Development Auckland Limited

**BY EMAIL**

Tēnā koe Richard

**Shareholder comments on Panuku Development Auckland’s draft Statement of Intent 2018-2021**

The Finance and Performance Committee considered Panuku Development Auckland’s (Panuku’s) draft Statement of Intent 2018 - 2021 (SOI) at its 17 April meeting.

At the meeting, the Committee resolved to make a number of general comments that relate to each CCO and some comments that are specific to Panuku.

Staff from Panuku should work with council staff to ensure that these comments and any minor editorial changes are reflected in your final SOI.

**General shareholder comments**

As you know, the final SOI must reflect the decisions made as part of the council’s Long-term Plan 2018 - 2028 and meet statutory requirements. You should ensure that the SOI:

- Is fully consistent with the Long-term Plan 2018 – 2028, including all financial and non-financial information, performance measures and targets.
- Includes financial information for 2017/18, and the three subsequent years.
- Includes the agreed non-strategic asset sale target.

We expect that your staff will work with council staff to ensure that the legislative requirements are met and that all financial and non-financial information is well aligned between these documents as they are finalised.

In addition, you should ensure that:

1. **The Auckland Plan**: The final SOI discusses how Panuku will implement the final version of the Auckland Plan 2050, including the Development Strategy, relevant performance measures, and any associated guidance.

2. **Māori outcomes**: The final SOI includes:
   i. A commitment to implement the responses to the findings in the 2017 report commissioned by the Independent Māori Statutory Board (IMSB) ‘Assessment of expenditure incurred by Auckland Council to deliver Māori outcomes’.
   ii. A statement about its role in participating and implementing the findings of the current Treaty Audit.
iii. The refined priorities of Te Toa Takitini, the specific project / programme contributions that CCOs agree to make and any related performance measures. These should be reported on through the CCO quarterly reports.

3. **Shared services**: The final SOI includes an appropriate commitment to optimise efficiency and value, remove unnecessary duplication and different approaches to core systems and business processes, to pursue shared back-office delivery where appropriate and to better align our respective investment in information and communications technology.

**Specific shareholder comments**

The board should ensure that Panuku’s contribution to the Auckland Plan is clear, especially in terms of shared terminology, whether Panuku is a primary or secondary contributor, and how it contributes to the outcomes and focus areas.

I would like to see more detail on how Panuku will lead the integrated governance of urban regeneration areas, including facilitating joint action across the council and other CCOs. For example:

- refer to existing mechanisms for example ‘Alliance Quarterly’ meetings between the Auckland Design Office, Plans and Places and Resource Consents
- include stronger links with local boards
- include stronger links with Auckland Tourism, Events and Economic Development (ATEED) given their shared mandate to focus more spatially and support economic development

The board should also consider a more ambitious target than “progressing at least one transport related project with Auckland Transport”.

The final SOI should also include a reference to, where appropriate, working with City Rail Link Limited to dispose of or regenerate property assets related to the City Rail Link.

The work plan includes a programme to develop a “best practice process for local board and Governing Body input and decision-making into our transform and unlock locations”. The statement of intent should include a timeframe for this work to be completed.

The SOI should better reflect the promotion of Māori identity and Māori design principles. The key projects for Māori outcomes are essentially process oriented and ‘means to outcomes’, rather than delivery of ‘on the ground’ projects in specific locations. Panuku should consider whether there are any specific projects it could add into its work programme, including possible work on papakainga and Māori housing, and work with rangatahi development and on kaitiaki programmes (in its placemaking and kaitiaki role). There should also be a specific target for the performance measure on Māori engagement.

I look forward to receiving the final SOI by 30 June 2018.

Yours sincerely

[Signature]

Phil Goff

MAYOR OF AUCKLAND
Copy to: Deputy Mayor Bill Cashmore
Councillor Ross Clow, Chair, Finance and Performance Committee
Councillor Penny Hulse, Chair, Environment and Community Committee
Councillor Chris Darby, Chair, Planning Committee
Stephen Town, Chief Executive, Auckland Council
Roger MacDonald, Chief Executive, Panuku Development Auckland Limited
2 May 2018

Sir Don McKinnon
Chair
Regional Facilities Auckland Limited

BY EMAIL

Tēnā koe Sir Don

Shareholder comments on Regional Facilities Auckland’s draft Statement of Intent 2018-2021

The Finance and Performance Committee considered Regional Facilities Auckland’s (RFA) draft Statement of Intent 2018 - 2021 (SOI) at its 17 April meeting.

At the meeting, the Committee resolved to make a number of general comments that relate to each CCO and some comments that are specific to RFA.

Staff from RFA should work with council staff to ensure that these comments and any minor editorial changes are reflected in your final SOI.

General shareholder comments

As you know, the final SOI must reflect the decisions made as part of the council’s Long-term Plan 2018 - 2028 and meet statutory requirements. You should ensure that the SOI:

- Is fully consistent with the Long-term Plan 2018 – 2028, including all financial and non-financial information, performance measures and targets.
- Includes financial information for 2017/18, and the three subsequent years.

We expect that your staff will work with council staff to ensure that the legislative requirements are met and that all financial and non-financial information is well aligned between these documents as they are finalised.

In addition, you should ensure that:

1. The Auckland Plan: The final SOI refers to the final version of the Auckland Plan 2050, including the Development Strategy, relevant performance measures, and any associated guidance.

The Auckland Plan 2050 will be finalised alongside the LTP and it is possible that there may be some changes to it in the area of arts, culture and events. In the interim, RFA should work with the council to identify ‘second tier’ strategies and policies that it has a role in implementing and reflect these in its SOI.
2. **Māori outcomes**: The final SOI includes:
   i. A commitment to implement the responses to the findings in the 2017 report commissioned by the Independent Māori Statutory Board (IMSB) ‘Assessment of expenditure incurred by Auckland Council to deliver Māori outcomes’.
   ii. A statement about its role in participating and implementing the findings of the current Treaty Audit.
   iii. The refined priorities of Te Toa Tākitini, the specific project / programme contributions that CCOs agree to make and any related performance measures. These should be reported on through the CCO quarterly reports.

3. **Shared services**: The final SOI includes an appropriate commitment to optimise efficiency and value, remove unnecessary duplication and different approaches to core systems and business processes, to pursue shared back-office delivery where appropriate and to better align our respective investment in information and communications technology.

**Specific shareholder comments**

The SOI should have a clearer commitment that RFA will work closely with and seek direction from the council on strategic policy direction and strategic investments. The SOI refers to ‘strategic investment’ in stadia and ‘strategic capital investment’; RFA should ensure that the final SOI reflects the decisions in the Long-term Plan 2018 - 2028, and that its planning for stadia takes account of the wider context which the council is dealing with.

In the final SOI, I look forward to seeing disaggregated financial information (including planned expenditure and revenue and some performance measures) for RFA’s business units. The council and the people of Auckland need to understand how money is allocated to the different parts of RFA and how they are performing.

It is particularly important given the LTP proposal for additional funding for the Art Gallery: the council needs to be confident that any new funding is going towards the Gallery’s operations. Similarly, the number of visitors for the Gallery, the Auckland Zoo and the New Zealand Maritime Museum should be reported individually, so that the council is able to take the performance of each business unit into account when deciding on future capital investment.

RFA should also work with the council to ensure its targets for non-council revenue are achievable, particularly in light of the planned major capital programmes at the Aotea Centre and the Zoo.

Finally, the SOI refers to an operating model review; it should include more detail and an expected timeframe.

I look forward to receiving the final SOI by 30 June 2018.

Yours sincerely

Phil Goff

MAYOR OF AUCKLAND
Copy to: Deputy Mayor Bill Cashmore
Councillor Ross Clow, Chair, Finance and Performance Committee
Councillor Penny Hulse, Chair, Environment and Community Committee
Councillor Chris Darby, Chair, Planning Committee
Stephen Town, Chief Executive, Auckland Council
Chris Brooks, Chief Executive, Regional Facilities Auckland
2 May 2018

Margaret Devlin
Chair
Watercare Services Limited

**BY EMAIL**

Tēnā koe Margaret

**Shareholder comments on Watercare Services Limited’s draft Statement of Intent 2018-2021**

The Finance and Performance Committee considered Watercare Services Limited’s (Watercare’s) draft Statement of Intent 2018 - 2021 (SOI) at its 17 April meeting.

At the meeting, the Committee resolved to make a number of general comments that relate to each CCO and some comments that are specific to Watercare.

Staff from Watercare should work with council staff to ensure that these comments and any minor editorial changes are reflected in your final SOI.

**General shareholder comments**

As you know, the final SOI must reflect the decisions made as part of the council’s Long-term Plan 2018 - 2028 and meet statutory requirements. You should ensure that the SOI:

- Is fully consistent with the Long-term Plan 2018 – 2028, including all financial and non-financial information, performance measures and targets.
- Includes financial information for 2017/18, and the three subsequent years.

We expect that your staff will work with council staff to ensure that the legislative requirements are met and that all financial and non-financial information is well aligned between these documents as they are finalised.

In addition, you should ensure that:

1. **The Auckland Plan**: The final SOI discusses how Watercare will implement the final version of the Auckland Plan 2050, including the Development Strategy, relevant performance measures, and any associated guidance.

   Of particular relevance is how Watercare intends to help Auckland achieve the Plan’s objectives of adapting to a changing water future, ensuring Auckland’s infrastructure is future-proofed and using growth and development to protect and enhance Auckland’s environment.

2. **Māori outcomes**: The final SOI includes:
   
   i. A statement about its role in participating and implementing the findings of the current Treaty Audit.
ii. The refined priorities of Te Toa Takitini, the specific project / programme contributions that CCOs agree to make and any related performance measures. These should be reported on through the CCO quarterly reports.

3. Shared services: The final SOI includes an appropriate commitment to optimise efficiency and value, remove unnecessary duplication and different approaches to core systems and business processes, to pursue shared back-office delivery where appropriate and to better align our respective investment.

Specific shareholder comments

I would like to see the final SOI reflect a more collaborative approach to working with and sharing information with the council. While Watercare is responsible for preparing its own asset management and capital planning, the recommendations from the Section 17A ‘value for money’ review made it clear that closer integration will be needed if Auckland is to address its infrastructure challenges.

I understand that Watercare staff are collaborating with the Healthy Waters department and Auckland Transport to develop the three waters recommendations into more concrete proposals. These will be presented to the Finance and Performance Committee for decisions in June (including capital and operational planning) and October this year (the three waters operating model), and I look forward to seeing the details reflected in the final SOI.

I acknowledge the work that Watercare is doing with Veolia Water to agree an approach to providing infrastructure for growth in Papakura which is consistent with the rest of Auckland. In the final SOI, you should provide a timeframe for when you expect to conclude that agreement.

While I appreciate that some of the previous performance measures which have been removed from the draft SOI are not appropriate or are too operational, the remaining measures (the Department of Internal Affairs (DIA) mandatory non-financial performance measures) are not enough for the council to provide effective oversight of Watercare’s performance. Watercare should work with the council to refine its performance measures for the statement of intent and ensure that these support the Long-term Plan and proposed Auckland Plan 2050 performance measures.

Thank you for your response of 15 March in response to the further letter I sent on ensuring Watercare is planning adequately for climate change. Watercare’s planned Climate Change and Mitigation Strategy will be a critical tool to ensure that Auckland reduces emissions and is resilient to the effects of climate change. It will require Watercare to thoroughly look at its long term business model, operational and strategic risks and vulnerabilities, planning and assumptions. It should also be consistent with the council’s own policy positions on climate change mitigation and resilience, as expressed in the Auckland Climate Action Plan, currently under development. I look forward to seeing this reflected in the final SOI.

I look forward to receiving the final SOI by 30 June 2018.

Yours sincerely

Phil Goff
MAYOR OF AUCKLAND
Copy to: Deputy Mayor Bill Cashmore
Councillor Ross Clow, Chair, Finance and Performance Committee
Councillor Penny Hulse, Chair, Environment and Community Committee
Councillor Chris Darby, Chair, Planning Committee
Stephen Town, Chief Executive, Auckland Council
Raveen Jaduram, Chief Executive, Watercare Services Limited