I hereby give notice that an ordinary meeting of the Appointments, Performance Review and Value for Money Committee will be held on:

**Date:** Thursday, 7 March 2019  
**Time:** 10am  
**Meeting Room:** Room 1, Level 26  
**Venue:** 135 Albert St  
Auckland

**Komiti Tohu me te Arotake Tūranga Mahi, me te Rite o te Whiwhi ki Tā Tērā i Utu Ai / Appointments, Performance Review and Value for Money Committee**

**OPEN AGENDA**

**MEMBERSHIP**

Chairperson  
Hon Phil Goff, CNZM, JP  
Deputy Chairperson  
Cr Hon Christine Fletcher, QSO  
Members  
Cr Josephine Bartley  
Cr Ross Clow  
Cr Chris Darby  
Cr Richard Hills  
Cr Penny Hulse  
Cr Desley Simpson, JP  
Ex-officio  
Deputy Mayor Cr Bill Cashmore  
IMSB Chair David Taipari  

(Quorum 4 members)

**Suad Allie**  
Governance Advisor  

28 February 2019

Contact Telephone: (09) 977 6953  
Email: suad.allie@aucklandcouncil.govt.nz  
Website: www.aucklandcouncil.govt.nz

**Note:** The reports contained within this agenda are for consideration and should not be construed as Council policy unless and until adopted. Should Members require further information relating to any reports, please contact the relevant manager, Chairperson or Deputy Chairperson.
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<td>12</td>
<td>Consideration of Extraordinary Items</td>
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</table>
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 Appointments, Performance Review and Value for Money Committee:

a) confirm the ordinary minutes of its meeting, held on Thursday, 14 February 2019, including the confidential section, 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 Governance 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."
Value for Money (s17A) Review Programme

File No.: CP2019/01491

Te take mō te pūrongo
Purpose of the report

1. To approve the terms of reference for the value for money review for Human Resource Management Services so that they can be recommended to the Governing Body for final approval.

Whakarāpopototanga matua
Executive summary

2. At its 22 March 2018 (GB/2018/57) meeting the Governing Body approved the terms of reference for the Appointments, Performance Review and Value for Money (APRVFM) Committee. This incorporated the oversight for the value for money review programme under section 17A of the Local Government Act 2002.

3. This report is seeking approval from the APRVFM Committee for the next scheduled review being Human Resource Management Services. This follows nine previously approved reviews which have been completed or are underway.

4. This review is proposed as it builds on previous review work that comprised the organisational support budget groupings in the long-term plan including:
   - information, communications and technology
   - group procurement
   - customer services
   - communications and engagement
   - group financial services
   - legal and risk.

5. Organisational support represents group budgeted expenditure over the 2018/2019 year of $534 million in operating expenditure and $60 million in capital expenditure.

Ngā tūtohunga
Recommendation/s

That the Appointments, Performance Review and Value for Money Committee:

a) agree to recommend to the Governing Body that they approve the terms of reference for the Human Resource Management Services review.

Horopaki
Context

6. The value for money (S17A) programme’s aim is to ensure council services continue to best meet Auckland’s needs for good-quality infrastructure, local public services and performance of regulatory functions into the future.
Tātaritanga me ngā tohutohu
Analysis and advice

Previous decisions:

<table>
<thead>
<tr>
<th>Date</th>
<th>Committee</th>
<th>Recommendation Number</th>
<th>Decision</th>
</tr>
</thead>
<tbody>
<tr>
<td>21 March 2017</td>
<td>Finance and Performance</td>
<td>FIN/2017/23</td>
<td>endorsed a value for money programme for the council group and approved the initial four terms of reference</td>
</tr>
<tr>
<td>22 March 2018</td>
<td>Governing Body</td>
<td>GB/2018/57</td>
<td>approved oversight for the value for money (S17A) programme be moved to the Appointments, Performance Review and Value for Money (APRVFM) Committee</td>
</tr>
</tbody>
</table>

7. This report is seeking approval from this committee to recommend to the Governing Body the terms of reference for the Human Resource Management Services review (refer to Attachment A).

8. The proposed scope of the Human Resource Management Services review includes:
   • human resource management including policy development, workforce planning, talent management, performance management and the employee’s separation from the organisation including resignation, retirement or redundancy
   • employee remuneration and payroll and benefits administration
   • employee relations including employment contracts and union relations, working environment, health and safety, conflict management, quality of work life, employee wellness and assistance programs, counselling for occupational stress
   • recruitment and selection
   • training and development.

9. In proposing this review, there is an opportunity to assist the group shared-services work which is underway. This involves identifying operational opportunities across the group and removing duplication. The work is being undertaken with sponsorship from the Auckland Council Group chief financial officers. This value for money review will complement the development of shared-services work by reviewing areas of significant group expenditure with high levels of commonality and potential duplication.

Ngā whakaaweawe me ngā tirohanga a te rōpū Kaunihera
Council group impacts and views

10. The scope of the review covers Auckland Council Group being Auckland Council, Auckland Transport, ATEED, Panuku, Regional Facilities Auckland and Watercare.

Ngā whakaaweawe ā-rohe me ngā tirohanga a te poari ā-rohe
Local impacts and local board views

11. The views of local boards have not been sought in relation to this report. If the recommendations arising from the review has an impact on local boards engagement will take place.
12. The programme and the review’s recommendations are potentially beneficial to Māori. The Independent Māori Statutory Board has been engaged on the programme’s terms of reference and timetable. Reports and recommendations are reviewed and consulted on with an independent Te Ao Māori adviser. If recommendations within individual value for money reports are approved, engagement with Māori on the relevant recommendations will occur throughout the implementation process.

13. There are no direct financial implications beyond the cost of the review, which is budgeted for.

14. No risks have been identified. The review itself will contain a risk assessment.

15. The resulting approved review report will be handed over to the Auckland Council Chief Executive to implement.

<table>
<thead>
<tr>
<th>No.</th>
<th>Title</th>
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<tr>
<td>A</td>
<td>Terms of Reference Group Human Resource Management Services Value for Money (s17A) Review</td>
<td>11</td>
</tr>
</tbody>
</table>

Ross Chirnside - Programme Lead VFM
Kevin Ramsay - General Manager Corporate Finance and Property
Matthew Walker - Group Chief Financial Officer
Phil Wilson - Governance Director
Terms of reference

Value for Money (s17A) Review:
Group Human Resource Management Services
February 2019
[Sentient ID #XXXXX]
Value for money review – Group HRMS Terms of Reference

1. **Document control**

1.1. **Document purpose**

1. This Terms of Reference (ToR) outlines the purpose of the review, the way it will be structured, governed and how it will be executed.

1.2. **Document history**

<table>
<thead>
<tr>
<th>Version</th>
<th>Date</th>
<th>Update by</th>
<th>Update details</th>
</tr>
</thead>
<tbody>
<tr>
<td>0.1</td>
<td>15 November 2018</td>
<td>S Garrett</td>
<td>Draft</td>
</tr>
<tr>
<td>1.0</td>
<td>23 January 2019</td>
<td>R Chirside</td>
<td>Draft for management feedback</td>
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</table>

1.3. **Document approval**

<table>
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<tr>
<th>Authorised by</th>
<th>Title</th>
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3. SCOPE .................................................................................................................................... 4
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2. Introduction

2.1. Programme approval

2. At its meeting on 21 March 2017, the Finance and Performance Committee approved a programme to review the effectiveness and value-for-money across the major activity and service lines of Auckland Council group under section 17A of the Local Government Act 2002 (LGA02).

3. In March 2018 oversight for the value for money (S17A) programme was moved to the Appointments, Performance Review and Value for Money (APRVM) Committee.

4. The aim of the review programme is to ensure council services continue to best meet Auckland’s needs for good-quality infrastructure, local public services and performance of regulatory functions into the future.

2.2. Statutory requirements

5. The programme meets Auckland Council’s statutory obligations under section 17A of the Local Government Act 2002 (LGA02). Under s17A, Auckland Council:

   “must review the cost-effectiveness of current arrangements for meeting the needs of communities within its district or region for good-quality local infrastructure, local public services and performance of regulatory functions.”

6. Local infrastructure, local public services and performance of regulatory functions include essentially all of council’s functions.

7. Section 10 of the LGA02 defines good quality to mean infrastructure, public services, and performance that are efficient, effective and appropriate to present and anticipated future circumstances. The Auditor-General has defined cost-effectiveness to mean “the relationship between the levels of resources used (cost) and progress towards a predetermined outcome”.

8. s17A requires that reviews are conducted every 6 years, or when:
   - council is considering a significant change to relevant service levels
   - a council contract or binding agreement in relation to delivery of infrastructure, service or regulatory function is expiring within the next 2 years.

9. There are exceptions to the review requirements where:
   - the delivery of that infrastructure, service or regulatory function is governed by legislation, contract or binding agreement such that it cannot reasonably be altered within the following 2 years
   - Auckland Council is satisfied that the potential benefits of undertaking a review in relation to that infrastructure, service or regulatory function do not justify the costs of a review.
Value for money review – Group HRMS Terms of Reference

3. Scope

3.1. Services covered

10. This review is of Human Resource Management Services (HRMS) across the Auckland Council group and is part of the organisational support services activity.

11. Given the size of the Group and that people are its most significant resource HRMS is an important organisational support service. The Auckland Council Group is one of Auckland’s largest employers with over 10,000 full time equivalent employees representing $860m in annual staff costs.

12. HRMS ensures that the organisation has the people it needs when it needs them and that they are qualified for and motivated to do their jobs well in a safe environment. It creates and manages guidelines for recruiting, selecting and training new employees, compensating and rewarding employees, for disciplining and terminating them if necessary, and for providing for retirement and resignation.

13. Public sector HRMS ensures that employees are treated fairly and equitably, that diversity within the organisation reflects the diverse populations in the society at large, and that public service positions are open to all qualified citizens.

14. The HRMS within the scope of this review include:

i. Human resource management including policy development, workforce planning, talent management, performance management and the employee’s separation from the organisation including resignation, retirement or redundancy

ii. Employee remuneration and payroll and benefits administration

iii. Employee relations include employment contracts and union relations, working environment, health and safety, conflict management, quality of work life, employee wellness and assistance programs, counselling for occupational stress.

iv. Recruitment & selection

v. Training & development

15. As the review takes a ‘value chain’ approach, the review’s scope will cover the overall management of HRMS and associated processes from the development of policies and strategies to their delivery, the cost and resource use, and the effectiveness of these services in Auckland Council and its Council Controlled Organisations.

16. Opportunities that may be enabled by technology systems may be acknowledged or noted as part of this review.

17. The relevant outcomes, levels of service, and performance targets set out in key accountability documents (e.g. Auckland Plan, Long Term Plan, Annual Plans and budgets, Auckland Council CEO performance objectives and Statements of Intent and performance plans) will form the baseline for the review.
3.2. Objectives & Lines of Inquiry

18. The objective of the review is to:
   • evaluate the value-for-money of managing and delivering HRMS in the Auckland Council group
   • consider the relative merits of governance, funding and service delivery options that could improve value for money in support of the council’s objectives and outcomes.

19. The review will be inquiring whether:
   • the current and planned investment in and delivery of HRMS across the council group contributes to achieving the council’s objectives
   • the funding and the cost of delivering HRMS across the council group are in line with relevant New Zealand and international benchmarks, and strategies and approaches are in place to get best value
   • users are satisfied with the standard and value of services.
   • services are designed and operated in a way that enables continuous improvement, and keeping pace with opportunities provided by technological change, and associated changes in user expectations
   • there are improvement opportunities in the activities associated with the planning, funding, delivery or governance to deliver better value.

4. Approach to the review

20. Each value for money review is undertaken using the same evidence-based value for money methodology and drawing on a range of data sources.

21. The method will meet the S17A requirement to “review the cost-effectiveness of current arrangements for meeting the needs … for good quality local infrastructure, local public services, and performance of regulatory functions.”

22. The review will be undertaken by a specialist project team within Finance, supported by specialist subject matter expertise and an external Independent Reference Panel (with expertise in public finance, public policy/public management and local government operations), under the direction of a governance structure as set out in the next section.

23. The review takes a “time-boxed” approach. It aims to complete each assessment part of the review in eight to ten weeks, with the review completed within three months to enable distribution.

24. The review is undertaken in four parts:
   • Terms of Reference: approval of the review’s service and organisational scope, its objectives, the general lines of inquiry and governance structure.
   • Current State Assessment: review of the current operating approach and framework, the current drivers of value, issues and challenges, and value delivered. The resulting current state report will include high level opportunities for
Value for money review – Group HRMS Terms of Reference

improving value, through changes to the level or mix of services provided, to business practice, or to organisational arrangements.

- **Options Assessment**: analysis of the relative merit of the opportunities and alternative arrangements for governance, funding or delivery of those services in supporting Auckland Council group’s objectives and desired outcomes. The report will identify actions needed to deliver the most significant improvement opportunities, with orders-of-magnitude value estimates.

- **Final report**: summary of findings and recommendations on the next steps required to deliver the value identified by the review.

25. The review team prepares progress reports on each part of the review for consideration by the independent reference panel, and on key milestones to the Appointments, Performance Review and Value for Money Committee.

26. The review team will consult with relevant parties in the council in developing the assessment.

27. The review team will consult with council and the Independent Maori Statutory Board in respect to relevant matters in preparing the final report.

5. **Governance and roles**

5.1. **Governance**

28. The governance structure for the review is set out in the chart:
### 5.2 Roles

<table>
<thead>
<tr>
<th>Programme/ review roles</th>
<th>Responsible</th>
<th>Purpose &amp; responsibilities</th>
</tr>
</thead>
</table>
| Programme Sponsor/Lead Officer          | Group Chief Financial Officer         | • Programme sponsor who champions the group value for money programme and has accountability for the programme overall  
• Authorises (and recommends to the Appointments, Performance Review and Value for Money Committee) key programme reports |
| Programme Business Owner                | General Manager Corporate Finance and Property | • Business owner who ensures the programme is adequately resourced to deliver on its objectives  
• Authorises (and recommends to the Sponsor) key programme reports  
• Resolves issues and manages risks escalated by the Programme Manager  
• Briefs the Programme Sponsor and the Steering Group  
• Engages stakeholders to assist with timely responses to information requests and socialisation of deliverables  
• Ensures the participation and co-operation of business resources |
| Programme Supporter                     | Director Finance and Policy, Mayoral Office | • Responsible for communications to the Chairs of the CCOs  
• Resolves CCO-related issues escalated by the Sponsor or Business Owner  
• Supports the group value for money programme |
| Programme Review & Oversight             | Appointments, Performance Review and Value for Money Committee | • Primary programme customer who will approve the terms of reference, receive the draft reports and findings and make recommendations to the Governing Body  
• Provides political oversight to monitor progress of the programme at key milestone points  
• Receive and consider proposals and recommendations for value for money review proposals and the final reports from value for money reviews |
| Approval and adoption of recommendations | Governing Body                        | • On the recommendation of the APRVFM Committee consider the terms of reference and review reports for adoption |
| Independent Advice & Quality Review     | Independent Reference Panel          | • A core panel of three members with expertise in public finance, infrastructure, public policy, economics and/or local government governance experience supplemented by subject matter experts for particular reviews as required  
• Panel members will be asked to:  
  • Provide input (which may be by way of comment, suggestion or recommendation) as appropriate on objectives, lines of |
<table>
<thead>
<tr>
<th>Role Description</th>
<th>Role Title</th>
<th>Responsibilities</th>
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<tbody>
<tr>
<td>Independent Specialist with Industry Knowledge (SME)</td>
<td>Expert - TBD</td>
<td>Advising the expert panel, provide independent expert advice and commentary on the assessment and evaluation of opportunities as they arise based on industry experience with similar undertakings.</td>
</tr>
<tr>
<td>Programme management &amp; analysis</td>
<td>Programme Lead</td>
<td>Co-ordinates, recruits and manages programme office resources and approach and is responsible for the delivery of the agreed programme plan to schedule and budget. Develops the programme plan, review methodology and the production of the associated deliverables for authorisation by the Business Owner, the Sponsor, the Steering Group and Appointments, Performance Review and Value for Money Committee. Develops and manages the programme calendar and associated engagement requirements including steering group management and the supply of documentation to the independent review panel. Briefs the Programme Business Owner and Sponsors regarding project status, risks/issues and decisions required. Defines and supervises the collection of the data requirements needed for evidence-based value for money reviews from council and CCQs to support the programme methodology. Analyse financial and non-financial records and plans, reports relating to past and planned expenditures and revenues including relevant reviews and benchmarking to distil relevant performance-related trends, issues, opportunities. Work on the application of the public service value for money analytics and modelling between expenditure, inputs, outputs and outcomes.</td>
</tr>
<tr>
<td>Senior Economist</td>
<td>As required</td>
<td>Define and develop the value for money modelling approach and value-based data requirements for each review including key value drivers and public policy outcomes.</td>
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## Value for money review – Group HRMS Terms of Reference

<table>
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<tr>
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<tbody>
<tr>
<td><strong>Financial Analyst</strong></td>
<td></td>
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</table>
| • Collect the data requirements needed for evidence-based value for money reviews from council and CCOs to support the programme methodology  
• Assist with the analysis including modelling of financial and non-financial records and plans, reports relating to expenditures and revenues including past reviews and benchmarking to distil relevant trends, issues, and opportunities |  |
| **Advisor-Te Ao Maori** |  |
| • Provide the reviewers with advice to assist the review to take account of Māori perspectives including tikanga Māori, the Treaty of Waitangi, and cultural, social, economic, and environmental Māori aspirations relevant to the review  
• Assist with the development opportunities and options that will improve the knowledge, understanding of Māori in relation to the review’s findings and recommendations |  |
Value for money review – Group HRMS Terms of Reference

5.2. Interested Parties

<table>
<thead>
<tr>
<th>Governance</th>
<th>Management</th>
</tr>
</thead>
<tbody>
<tr>
<td>Auckland Council</td>
<td>Office holder</td>
</tr>
<tr>
<td>Mayor Phil Goff</td>
<td>Stephen Town, CEO</td>
</tr>
<tr>
<td>Deputy Mayor Bill Cashmore</td>
<td>Matthew Walker, CFO</td>
</tr>
<tr>
<td>Christine Fletcher - Deputy Chairperson-APRVFM Committee</td>
<td>Patricia Reade, Director People and Performance</td>
</tr>
<tr>
<td>Ross Clow – APRVFM committee</td>
<td>Auckland Council Executive Leadership team</td>
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<tr>
<td>Desley Simpson – APRVFM committee</td>
<td>Office holder</td>
</tr>
<tr>
<td>Penny Hulse – APRVFM committee</td>
<td>David Wood – Director Finance and Policy, Mayoral Office</td>
</tr>
<tr>
<td>Chris Darby – APRVFM committee</td>
<td>Office holder</td>
</tr>
<tr>
<td>David Taipari – Chair, Independent Maori Statutory Board</td>
<td>Kelvin Norgrove – Policy Project Manager, Independent Maori Statutory Board</td>
</tr>
<tr>
<td>Local Board chairs</td>
<td>Public Service Association</td>
</tr>
<tr>
<td>Auckland Transport</td>
<td>Office holder</td>
</tr>
<tr>
<td>Lester Levy, Chair</td>
<td>Shane Ellison, CEO</td>
</tr>
<tr>
<td>Watercare</td>
<td>Office holder</td>
</tr>
<tr>
<td>Margaret Devin - Chair</td>
<td>Raveen Jadurani, CEO</td>
</tr>
<tr>
<td>ATEED</td>
<td>Marlon Bridge, CFO</td>
</tr>
<tr>
<td>Mark Franklin, Chair</td>
<td>Nick Hill, CEO</td>
</tr>
<tr>
<td>Regional Facilities Auckland</td>
<td>Jacky Hollingsworth, CFO</td>
</tr>
<tr>
<td>Andrew Barnes, Chair</td>
<td>Chris Brooks, CEO</td>
</tr>
<tr>
<td>Panuku</td>
<td>Simon Tran, CFO</td>
</tr>
<tr>
<td>Adrienne Young-Cooper, Chair</td>
<td>Roger MacDonald, CEO</td>
</tr>
<tr>
<td></td>
<td>Carl Gosbee, Director corporate services</td>
</tr>
</tbody>
</table>
5.3. Dependencies

20. There are no dependencies for this review.

5.4. Schedule

<table>
<thead>
<tr>
<th>Milestones</th>
<th>Due dates</th>
<th>Committee dates</th>
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<tbody>
<tr>
<td>1 Terms of Reference Endorsed/Approved</td>
<td>March 2019</td>
<td>March 2019</td>
</tr>
<tr>
<td>2 Project commences</td>
<td>April 2019</td>
<td></td>
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<tr>
<td>3 Current State Assessment Completed</td>
<td>May 2019</td>
<td></td>
</tr>
<tr>
<td>4 Options Assessment Complete</td>
<td>July 2019</td>
<td></td>
</tr>
<tr>
<td>5 Final Report: Findings &amp; Recommendations</td>
<td>August 2019</td>
<td></td>
</tr>
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Auckland Council progress on savings up to 31 December 2018

File No.: CP2019/01696

Purpose of the report

1. To provide the Appointments, Performance Review and Value for Money Committee an update on the progress towards meeting the 10-year Budget 2018-2028 (LTP) operating budget savings target for Auckland Council.

Executive summary

2. The LTP includes a $62 million savings target over the first three years for Auckland Council. The target for financial year 2018/2019 is $23 million.

3. A centralised process for identifying, measuring and reporting on savings to improve transparency on the achievement of the savings target within the LTP has been developed.

4. This approach captures benefits across six key workstreams, being:
   - procurement – reducing contract spend with third parties through negotiating better terms for the council
   - organisational design – implementing structures that remove duplication and leverage capability and capacity more efficiently
   - technology – leveraging existing investments for better outcomes or implementing new tools that create efficiencies such as automation
   - increasing non-rates revenue – identifying new or growing existing revenue streams
   - prudent financial management – a strong focus on costs through a culture of questioning and challenging all expenditure, managing spend against budgets and applying controls around activities such as travel and recruitment
   - Value for Money – capturing benefits that have been identified through the Value for Money reviews.

5. Up to 31 December 2018 $13.5 million of savings have been realised, leaving a balance of $9.5 million to be achieved for the remainder of the year.

6. The majority of the savings has been met through a strong focus on prudent financial management ($8.5 million), with the rest spread across the other workstreams.

7. On top of the $23 million, a further $7 million cost increase will be met through strong financial management within Infrastructure and Environmental Services. The additional cost is driven primarily by increased recycling and insurance costs.

Recommendation/s

That the Appointments, Performance Review and Value for Money Committee:

a) receive the Auckland Council progress report on savings up to 31 December 2018.
Item 9

Horopaki Context

8. A savings target has been included in the LTP after considering the level of the expenditure required to provide council services and the level of rates we collect. This considers changes to operating budgets impacted by items such as growth, interest and inflation, the levels of external revenue, political decisions and the overall affordability of rates increases.

9. The savings target is set at a level to provide enough focus on efficiencies without detriment to agreed service levels or health and safety.

10. There are many levers that can be used to deliver savings and efficiencies including:
   - procurement – reducing contract spend with third parties through negotiating better terms for the council
   - organisational design – implementing structures that remove duplication and leverage capability and capacity more efficiently
   - technology – leveraging existing investments for better outcomes or implementing new tools that create efficiencies such as automation
   - increasing non-rates revenue – identifying new or growing existing revenue streams
   - prudent financial management – a strong focus on costs through a culture of questioning and challenging all expenditure, managing spend against budgets and applying controls around activities such as travel and recruitment
   - Value for Money – reviewing the cost effectiveness of our services. This report only captures the cost savings on operating expenditure, not the overall benefits of the programme, or other financial benefits such as cost avoidance and reductions in the cost of capital expenditure. Separate reporting will be provided to this committee on the wider Value for Money programme.

11. The savings target relates to operating expenditure. It excludes any benefit relating to capital works and cost avoidance.

Tātaritanga me ngā tohutohu

Analysis and advice

12. As at 31 December 2018, $13.5 million of savings have been realised, leaving a balance of $9.5 million to be achieved for the remainder of the year.

13. The majority of the savings has been met through a strong focus on prudent financial management, with the rest spread across the other workstreams.

Procurement

14. Savings to date of $1.0 million have been achieved.

15. The key initiatives in delivering cost savings over the last six months have been:
   - Corporate property ($0.8 million): savings from negotiating lower reparation costs for property leases that were up for renewal.
   - Internet connection ($0.2 million): savings from negotiating better prices for the council’s internet service contracts.

16. Other procurement benefits have been achieved to avoid $26.1 million of cost pressures and reduce costs of planned capital projects.

17. Work is underway on streamlining low risk and low value procurements in order to reduce both the internal cost and external cost of these procurements with further initiatives in the pipeline.
Organisational design

18. Savings to date of $2.1 million have been achieved.
19. The key initiatives delivering cost savings over the last six months have been:
   - Commercial Finance ($1.1 million): The re-design of the Commercial Finance team to reduce the number of administrative tasks, whilst continuing to provide high quality advice and support.
   - ACIL ($1.0 million): The disestablishment of Auckland Council Investment Limited (ACIL) which reduced costs associated with management overhead and board director fees.
20. Further work is underway on:
   - Corporate Support Review - improving purchasing, planning and reporting processes to simplify the way that Auckland Council carries out purchasing and develops its financial plans and performance reports.
   - Sector shared services – discussions are in progress with another local authority on shared service options. They are investigating replacing their end-of-life finance technology platform. The discussions have been on a model based on co-operative principles that could potentially work for wider sector opportunities.

Technology

21. Savings to date of $0.9 million have been achieved.
22. This has been achieved primarily through:
   - Technology infrastructure costs ($0.7 million): The council has reduced costs relating to the licencing of its information and technology communication infrastructure.
   - Robotics process automation ($0.2 million): New robotic processes have been introduced into the council’s transaction services, automating invoice and payment processing.
23. Further work underway that will be delivering benefits in the second half of the year, and in the future include:
   - Building consents mobile inspection platform
   - Digital engagement platform
   - Governance technology - phase 1
   - Legacy property records digitisation
   - Multi-cloud data centre
   - Pools and leisure staff rostering
   - Regulatory billing improvements
   - Further robotic process automation.

Increasing non-rates revenue

24. Additional non-rates revenue of $0.5 million has been earned.
25. This has been achieved primarily through venue and facilities hire ($0.5 million). With the improvements in the digital booking system, revenue is 20 per cent above budget.
26. Ongoing improvements in digital technology will help support future revenue growth through more self-service offerings and increasing awareness of the services council offer.
Prudent financial management

27. Savings to date of $8.5 million have been achieved.

28. This is primarily due to a strong focus on the employee benefits spend. Specific initiatives include:
   - Better use of contingent workers
   - Decommissioning budgeted inactive roles
   - Improved workforce planning and reporting
   - Use of tools such as Skype for Business to reduce the need for travel.

29. The savings have been achieved primarily across the Finance, Planning and People and Performance functions.

30. The general focus on costs through a culture of questioning and challenging all expenditure will be maintained.

Value for Money

31. Savings to date has resulted in a cost reduction of $0.5 million.

32. This is primarily reduced expenditure from:
   - Communications and Engagement ($0.5 million): This includes reduced cost for Our Auckland and research reports.

33. The Value for Money s17A programme has identified potential benefits of over $500 million across the wider council group over the next 10 years. This includes benefits that are not direct cost savings (benefits that will reduce the council’s operating expenditure), such as cost avoidance and reductions in the cost of the council’s capital programme.

34. Separate reporting is provided to this committee on the progress of the Value for Money s17A programme.

Ngā whakaaweawe me ngā tirohanga a te rōpū Kaunihera
Council group impacts and views

35. The target for 2018/2019 applies to Auckland Council. The council-controlled-organisations have their own internal targets.

Ngā whakaaweawe ā-rohe me ngā tirohanga a te poari ā-rohe
Local impacts and local board views

36. The centralised savings approach has been set at a regional level. None of the initiatives delivered or in delivery have specific local board impact on service level reductions.

Tauākī whakaaweawe Māori
Māori impact statement

37. The savings initiatives delivered or in delivery have no specific impact on Māori outcomes.

Ngā ritenga ā-pūtea
Financial implications

38. This report provides visibility on how council is performing on its savings target which supports meeting the annual budget for 2018/2019.

39. There are financial implications on the annual budget if the savings target is not met for 2018/2019. This may result in a slightly higher debt level and will have flow on effects through to the Annual Budget 2019/2020.

40. Any additional budget pressures may also result in additional savings being required.
Ngā raru tūpono me ngā whakamaurutanga
Risks and mitigations
41. Some of the initiatives that have been identified to deliver savings are active projects currently being delivered. As with any project there are risks to delivery including resource availability, competing priorities and technical dependencies.

Ngā koringa ā-muri
Next steps
42. Work will continue developing a robust benefits register to support the 10-year budget savings programme.
43. The next update will be provided after the council’s quarter three results are finalised.

Ngā tāpirihanga
Attachments
There are no attachments for this report.

Ngā kaihaina
Signatories

<table>
<thead>
<tr>
<th>Authors</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Robert Irvine</td>
<td>Head of Group Financial Planning</td>
</tr>
<tr>
<td>Nick Bird</td>
<td>Financial Analyst</td>
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</tbody>
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<table>
<thead>
<tr>
<th>Authorisers</th>
<th></th>
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</thead>
<tbody>
<tr>
<td>Matthew Walker</td>
<td>Group Chief Financial Officer</td>
</tr>
<tr>
<td>Phil Wilson</td>
<td>Governance Director</td>
</tr>
</tbody>
</table>
Te take mō te pūrongo
Purpose of the report
1. To review and update the Appointments, Performance Review and Value for Money Committee’s three-year forward work programme.

Whakarāpopototanga matua
Executive summary
2. It is good practice to review the forward work programme at each committee meeting, to ensure that it can be adapted quickly if council’s risk profile changes and that it remains relevant to the needs of the committee.
3. There are no substantive changes recommended to the forward work programme that arise from a change in the risk profile of council.

Ngā tūtohunga
Recommendation/s
That the Appointments, Performance Review and Value for Money Committee:
   a) approve its forward work programme.

Ngā tāpirihanga
Attachments

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<tr>
<th>No.</th>
<th>Title</th>
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<td>20190307 Forward Work Programme</td>
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Ngā kaihaina
Signatories

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<thead>
<tr>
<th>Author</th>
<th>Suad Allie - Governance Advisor</th>
</tr>
</thead>
<tbody>
<tr>
<td>Authoriser</td>
<td>Phil Wilson - Governance Director</td>
</tr>
</tbody>
</table>
# Appointments, Performance Review and Value for Money Committee Forward Work Programme 2019

This committee reviews the chief executive’s performance, makes appointments to Council-Controlled Organisations (CCOs) and Council Organisations (COs), and approves policies relating to the appointments of directors and trustees to CCOs and COs as well as approving the Value for Money programmes.

### Priorities for 2019:
1. Director appointments
2. Value for Money
3. Chief Executive

### The work of the committee will:
1. The Council Appointments, Performance Review and Value for Money 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.
   - Make appointments to Council-Controlled Organisations (CCOs), Council Organisations (COs) and exempt CCOs and COs.
   - Approve policies relating to the appointment of directors and trustees to CCOs and COs.
   - Monitor and report to the Governing Body on the implementation of service delivery reviews required under s17A of the Local Government Act 2002, and the recommendations arising from those reviews.
   - Approve the scheduling of the forward s17A work programme, and recommend to the Governing Body the terms of reference for individual reviews.
   - Request reports on Auckland Council parent and CCO value for money, savings and effectiveness-focused initiatives that are beyond the scope of s17A reviews, and make recommendations on these reports to the Governing Body.

- Deliver succession priorities
- Deliver programme key milestones

### Updated February 2019

<table>
<thead>
<tr>
<th>Priority #</th>
<th>Area of work</th>
<th>Reason for work</th>
<th>Appointments, Performance and Review Committee role (decision or direction)</th>
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<tbody>
<tr>
<td></td>
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<td>Expected timeframes Quarter (month if known)</td>
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<tr>
<td></td>
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<td>Fy 19</td>
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<tr>
<td>1</td>
<td>Council Controlled Organisations and Watercare</td>
<td>Approve appointment process and director appointments</td>
<td>6 December meeting, confidential resolutions [APP/2018/1]</td>
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<tr>
<td>2</td>
<td>Tamaki Redevelopment Company Limited</td>
<td>Approve appointment process and director appointments</td>
<td>Progress to date: Workshop to be confirmed.</td>
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<td>Board interns</td>
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<td>6</td>
<td>Remuneration Review</td>
<td>2019-2020</td>
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<td>7</td>
<td>Auckland Transport board Regional Facilities Auckland</td>
<td>Process and selection panel for appointment Director appointments</td>
<td>Progress to date: A confidential report was considered at 4/04/2018 meeting. Confidential resolution [APP/2018/16]</td>
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<td>8</td>
<td>Auckland Council’s organisational performance</td>
<td></td>
<td>Progress to date: Report back shortlist for Auckland Transport and Regional Facilities Auckland at 3 October 2018 meeting. Confidential resolution [APP/2018/74]</td>
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<td>Progress to date: Report received on 6 December 2018 Confidential resolutions [APP/2018/96]</td>
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<td>Progress to date: Report received on 14 February 2019 reappointment of directors to CCO’s Confidential resolutions [APP/2018/7]</td>
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<td>1</td>
<td>Chief Executive’s Performance Objectives</td>
<td>Setting objectives; Performance objectives 2017/18 close-off</td>
<td>Progress to date; Report was considered 17/11/2017. Resolution APP/2017/4 – recommend to Governing Body for approval.</td>
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<td>Progress to date; Report at 2 August 2018 meeting confidential RES APP/2018/58 recommendations to the Governing Body</td>
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<td>Progress to date; Report at 2 November 2018. Confidential resolutions APP/2018/80</td>
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<td>Progress to date; Report back April 2019/May 2019</td>
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<td>Mangere Mountain Education Trust</td>
<td>Board appointments</td>
<td>Progress to date; Report to be received at the 3 October meeting to approve board appointments</td>
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<td></td>
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<td>Confidential resolution APP/2018/72</td>
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<td>Tamaki Redevelopment</td>
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<td>Confidential resolution APP/2018/73</td>
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<td>Arts Regional Trust</td>
<td>Appointment of trustees</td>
<td>Progress to date; Report to be received at the 3 October meeting to approve appointment of trustees</td>
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<td>Confidential resolution APP/2018/73</td>
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<td>Manukau Beautifical Charitable Trust</td>
<td>Director appointments</td>
<td>Progress to date; Report to be received at 3 October meeting to approve appointment of director</td>
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<td>Confidential resolution APP/2018/78</td>
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<td>6</td>
<td>Appointment process for the Board of Ports of Auckland Limited</td>
<td></td>
<td>Receive list of shortlisted candidates</td>
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<td>Progress to date; Report received at 4/05/2017 meeting</td>
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<td>Confidential resolutions APP/2017/35</td>
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<tr>
<td>7</td>
<td>Value for Money Reviews (Section 17a)</td>
<td>Final Value for Money Review programme Parks open Spaces Group Procurement</td>
<td>Report at the 7/06/2018 meeting</td>
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<td>Regional Parks, sport and recreation</td>
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<td>Progress to date; Res Resolution number APP/2018/28</td>
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<td>Group procurement endorsed Resolution number APP/2018/47</td>
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<td>Parks and Open spaces to be workshop and reported further to the committee – needs to come back to the committee for approval.</td>
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<td></td>
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<td>May 2019</td>
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<tr>
<td>8</td>
<td>Local Parks, sport and recreation</td>
<td></td>
<td>1 November 2019</td>
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<tr>
<td>9</td>
<td>Benefits Realisation</td>
<td>Quarterly updates on initiatives delivering value to Council and benefits realisation management</td>
<td>Receive the benefits realisation report against savings targets</td>
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<td>Progress to date; Report at the 3 October meeting Resolution number APP/2018/66</td>
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<td>Organisational Support</td>
<td>Customer Services HR</td>
<td>May 2019</td>
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<td>Information Systems</td>
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<td>10</td>
<td>Board Appointments to Auckland Regional Amenities Board</td>
<td>Approve selection</td>
<td>Progress to date:</td>
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<td></td>
<td>City Rail Link Board Appointments</td>
<td>To appoint 4 directors to the board</td>
<td>Progress to date: A report was considered on 8/6/2017. RES APP/2017/6</td>
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<td>Mount Albert Grammar School Community Swimming Pool Trust: Appointment of Trustees</td>
<td>Director appointments</td>
<td>Progress to date:</td>
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<tr>
<td></td>
<td>Auckland Council Organisation Strategy (Performance Plan)</td>
<td>To provide feedback to Chief Executive</td>
<td>Progress to date:</td>
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<td>Appointments to the board of Auckland War Memorial Museum and Museum of Transport and Technology</td>
<td>Director of appointments</td>
<td>Progress to date:</td>
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<td>Appointments to the boards of Watercare Services Limited and Auckland Tourism, Events and Economic Development Limited – shortlisted candidates for interview</td>
<td>Decision-making over regional environment fund as per the grants funding policy and fund guidelines</td>
<td>Decision on shortlisted candidates for Watercare, ATEED Boards. Progress to date</td>
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<tr>
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<td>Substantive council-controlled organisations board remuneration update review</td>
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<td>Progress to date:</td>
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<td>Appointment of directors to the boards of Watercare Services Limited and Auckland Tourism, Events and Economic Development Limited</td>
<td>Appointment of Directors</td>
<td>Progress to date:</td>
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</table>

**Attachment A**

**Item 10**
<table>
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<th>Priority #</th>
<th>Area of work</th>
<th>Reason for work</th>
<th>Appointments, Performance and Review Committee role (decision or direction)</th>
<th>Expected timeframes Quarter (month if known)</th>
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<td>FY 19</td>
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<td>Q1  Jul-Sept</td>
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<td>Q3  Jan-March</td>
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<td>Q4  April-June</td>
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</table>
| 1         | Panuku Development Auckland Limited | Shortlisting candidates for the director vacancy of Panuku Development Auckland Limited | Decision approve to interview candidates.  
* Progress to date:*  
  a) approve list of interview candidates res APP/2017/13 |                                                                            |
| 1         | Chief Executive Performance Review | Review CE performance against 2016/2017 objectives | Decision:  
  a) review performance against 2016/2017 objectives  
  b) report back to the 27 October 2017 APR Committee meeting Res APP/2017/14 |                                                                            |
| 1         | Community Education Trust Auckland (COMET) | Approve Community Education Trust Auckland Board appointment. | Interviews February 2018.  
* Progress to date:*  
  Shortlisted candidates were considered and approved at X meeting confidential resolution APP/2018/6. |                                                                            |
|           | Workshop     | Committeeworkshop on:  
  • 2017 Observations and process improvements for 2018 programme  
  • 2018 Success Priorities  
  2018 Key milestones |                                                                            |                                                                            |
| 1         | Auckland Regional Amenities Funding Board | Sign off research briefs for first wave appointments (Chairs and AT Director)  
Agree selection panel for director vacancies | Approve panel selection for Director appointments.  
* Progress to date:*  
  Report was considered at 103/2018 meeting. Res APP/2018/12 |                                                                            |
|           | Auckland Regional Amenities Funding Board | Review Short lists and agree selection panel for interviews  
Select panel briefing | Report was considered at 3/05/2018 meeting  
Res APP/2018/9  
  a) approve shortlist candidates  
  Report approved at 7/06/2018 meeting. Confidential resolutions APP/2018/10 |                                                                            |
|           | Chief Executive's Employment Review Process | Decision on approval for public release  
* Progress to date:*  
TOR changes | Q1  |
|           | Chief Executive's Employment Review Process – Part one | Report was considered at 3/05/2018 meeting  
Res APP/2018/12 | Q1  |
|           | Chief Executive’s Employment Review Process – Part Two | Report was considered at 7/06/2018 meeting  
Res APP/2018/13  
Resolutions recommended to Governing Body – 28 June 2018 | Q1  |
|           | Tamaki Redevelopment Company – Board appointments | To decide on director appointments for the board of the Tamaki Redevelopment Company Limited:  
  Shortlist report back August 2017  
  Progress to date:  
  Report received at 4/05/2017 confidential resolution APP 2017/3  
  • approve process appointment  
  • approve skill set requirements  
  • approve joint panel members  
  Progress to date:  
  Report received 3/08/2017 confidential resolution APP/2017/6  
  a) approve shortlist  
  Progress to date:  
  2016/07/05  
  Resolution number confidential resolution APP/2018/42  
  Joint process for chair vacancy |                                                                            |
<table>
<thead>
<tr>
<th>Priority #</th>
<th>Area of work</th>
<th>Reason for work</th>
<th>Appointments, Performance and Review Committee role (decision or direction)</th>
<th>Expected timeframes Quarter (month if known)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Item 10</td>
<td>Contemporary Art Foundation</td>
<td>Process for the appointment of a trustee to the Contemporary Art Foundation</td>
<td>Report at the 2 August 2018 meeting Resolution number APP/2018/55 Approve appointment of trustees.</td>
<td>Fy 19</td>
</tr>
<tr>
<td></td>
<td>Council Controlled Organisations</td>
<td>2018 Board Appointment programme – chair vacancies To decide on chairs for council controlled organisations, skill requirements and selection panel for COO recruitment process</td>
<td>Progress to date: Approve panel selection for COO organisations 1/03/2018 meeting confidential Res APP/2018/14 Report received at the 7/08/2018 meeting, Confidential Resolutions APP/2018/15 5/07/2018 A report was provided Resolution number APP/2018/16 Progress to date: 2 August 2018. A report was provided Resolution number APP/2018/37 Appointment of ATEED and RFA chairs Progress to date: 6 September confidential reason APP/2018/17 Chair appointed for Panuku Development Auckland Limited</td>
<td>Q1 Jul-Sept Q2 Oct-Dec Q3 Jan-March Q4 April-June</td>
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<td>Auckland Regional Amenities Funding Board Auckland Transport</td>
<td>Council-controlled organisations Approve skills requirements for appointments</td>
<td>Decision to agree on the skill requirements for director and board appointment vacancies and panel selection for vacancies Confidential resolution APP/2018/18 Approval of panel selection and skill requirements for director – Auckland Regional Amenities Funding Board Progress to date: 7 June 2018 meeting. Confidential resolution APP/2018/19 Chair candidate shortlist approved for ATEED and ARFA</td>
<td>Q1 Q2</td>
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<td>Council-controlled organisation</td>
<td></td>
<td>Progress to date: Confidential resolution APP/2018/20 Progress to date: 2018/06/07 Confidential resolution number APP/2018/3521</td>
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<td>Council Controlled Organisations</td>
<td>2018 Board Appointment programme – chair vacancies To decide on chairs for council controlled organisations skills and requirements</td>
<td>Progress to date: Approve panel selection for COO organisations Report was considered at 1/03/2018 meeting; Res APP/2018/22 Report received at the 7/08/2018 meeting Res APP/2018/23 Report was considered at 5/07/2018 meeting for selection of COO chair 5/07/2018 A report was provided Resolution number APP/2018/24 Progress to date: 2 August 2018 Appointment of Chairs Resolution number APP/2018/57</td>
<td>Q1</td>
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<tr>
<td></td>
<td>Value for Money Reviews (Section 17(a))</td>
<td>Terms of Reference for each new Value for Money review</td>
<td>Progress to date: 3 May Committee meeting Res APP/2018/20</td>
<td>Q1</td>
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<tr>
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<td>Value for Money Reviews (Section 17(a))</td>
<td>Forward work programme</td>
<td>Progress to date: Report at the 7/08/2018 meeting Res APP/2018/20 Work programme approved</td>
<td>Q1</td>
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Te take mō te pūrongo

Purpose of the report

1. To provide a public record of memos, workshop or briefing papers that have been distributed for the committee’s information since 7 March 2019.

Whakarāpopototanga matua

Executive summary

2. This is a regular information-only report which aims to provide public visibility of information circulated to committee members via memo or other means, where no decisions are required.

3. The following confidential workshop has taken place:
   - 14 February 2019

4. Note that, unlike an agenda report which requires a decision, staff will not be present to answer questions about the items referred to in this summary. Committee members should direct any questions to the authors.

Ngā tūtohunga

Recommendation/s

That the Appointments, Performance Review and Value for Money Committee:

a) receive the information report – 14 February 2019.

Ngā tāpirihanga

Attachments

There are no attachments for this report.

Ngā kaihaina

Signatories

<table>
<thead>
<tr>
<th>Author</th>
<th>Suad Allie - Governance Advisor</th>
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<tbody>
<tr>
<td>Authoriser</td>
<td>Phil Wilson - Governance Director</td>
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