I hereby give notice that an ordinary meeting of the Governing Body will be held on:

**Date:** Thursday, 26 September 2019  
**Time:** 9.30am  
**Meeting Room:** Reception Lounge  
**Venue:** Auckland Town Hall  
301-305 Queen Street  
Auckland

---

**Tira Kāwana / Governing Body**  
**OPEN AGENDA**

---

**MEMBERSHIP**  

<table>
<thead>
<tr>
<th>Mayor</th>
<th>Hon Phil Goff, CNZM, JP</th>
</tr>
</thead>
<tbody>
<tr>
<td>Deputy Mayor</td>
<td>Deputy Mayor Cr Bill Cashmore</td>
</tr>
</tbody>
</table>
| Councillors      | Cr Josephine Bartley  
|                  | Cr Dr Cathy Casey  
|                  | Cr Ross Clow  
|                  | Cr Fa’anana Efeso Collins  
|                  | Cr Linda Cooper, JP  
|                  | Cr Chris Darby  
|                  | Cr Alf Filipaina  
|                  | Cr Hon Christine Fletcher, QSO  
|                  | Cr Richard Hills  
|                  | Cr Penny Hulse  

(Quorum 11 members)

---

Sarndra O’Toole  
Team Leader Governance Advisors

**20 September 2019**

Contact Telephone: (09) 890 8152  
Email sarndra.otoule@aucklandcouncil.govt.nz  
Website: www.aucklandcouncil.govt.nz

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**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.
Terms of Reference

Those powers which cannot legally be delegated:

(a) the power to make a rate
(b) the power to make a bylaw
(c) the power to borrow money, or purchase or dispose of assets, other than in accordance with the long term plan
(d) the power to adopt a long term plan, annual plan, or annual report
(e) the power to appoint a chief executive
(f) the power to adopt policies required to be adopted and consulted on under the Local Government Act 2002 in association with the long-term plan or developed for the purpose of the local governance statement
(g) the power to adopt a remuneration and employment policy.

Additional responsibilities retained by the Governing Body:

(a) approval of long-term plan or annual plan consultation documents, supporting information and consultation process prior to consultation
(b) approval of a draft bylaw prior to consultation
(c) resolutions required to be made by a local authority under the Local Electoral Act 2001, including the appointment of electoral officer
(d) adoption of, and amendment to, the Committee Terms of Reference, Standing Orders and Code of Conduct
(e) relationships with the Independent Māori Statutory Board, including the funding agreement and appointments to committees
(f) approval of the Unitary Plan
(g) overview of the implementation and refresh of the Auckland Plan through setting direction on key strategic projects (e.g. the City Rail Link and the alternative funding mechanisms for transport) and receiving regular reporting on the overall achievement of Auckland Plan priorities and performance measures.
Exclusion of the public – who needs to leave the meeting

Members of the public

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

Those who are not members of the public

General principles

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

Members of the meeting

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

Independent Māori Statutory Board

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

Staff

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

Local Board members

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

Council Controlled Organisations

- Representatives of a Council Controlled Organisation can remain only if required to for discussion of a matter relevant to the Council Controlled Organisation.
<table>
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<td>Affirmation</td>
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<td>2</td>
<td>Apologies</td>
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<td>3</td>
<td>Declaration of Interest</td>
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<td>4</td>
<td>Confirmation of Minutes</td>
<td>7</td>
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<td>Petitions</td>
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<td>Public Input</td>
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<td>8</td>
<td>Extraordinary Business</td>
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<td>Referred from the Audit and Risk Committee - Health, Safety and Wellbeing Update - September 2019</td>
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<td>10</td>
<td>Auckland Unitary Plan (Operative in Part) – Request to make provisions at Okura operative</td>
<td>23</td>
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<td>11</td>
<td>Recommendation from Appointments, Performance Review and Value for Money Committee - Legal and Risk Review</td>
<td>29</td>
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<td>12</td>
<td>Value for Money Programme - Observations from Independent Reference Panel</td>
<td>31</td>
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<tr>
<td>14</td>
<td>Summary of Governing Body and Committee information memoranda and briefings - 26 September 2019 including the Governing Body Forward Work Programme</td>
<td>59</td>
</tr>
<tr>
<td>15</td>
<td>Valedictory Speeches</td>
<td>73</td>
</tr>
<tr>
<td>16</td>
<td>Consideration of Extraordinary Items</td>
<td></td>
</tr>
</tbody>
</table>

**PUBLIC EXCLUDED**

<table>
<thead>
<tr>
<th>ITEM</th>
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</thead>
<tbody>
<tr>
<td>17</td>
<td>Procedural Motion to Exclude the Public</td>
<td>75</td>
</tr>
<tr>
<td>C2</td>
<td>Office of the Auditor-General briefing</td>
<td>75</td>
</tr>
</tbody>
</table>
1  **Affirmation**

His Worship the Mayor will read the affirmation.

2  **Apologies**

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

3  **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.

4  **Confirmation of Minutes**

That the Governing Body:

a) confirm the ordinary minutes of its meeting, held on Thursday, 22 August 2019, including the confidential section, as a true and correct record.

5  **Petitions**

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

6  **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.

7  **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.
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."
Te take mō te pūrongo
Purpose of the report
1. To receive the Health, Safety and Wellbeing Update referred by the Audit and Risk Committee.

Whakarāpopototanga matua
Executive summary
2. The Audit and Risk Committee received the Health, Safety and Wellbeing Update – September 2019 at its meeting on 12 September 2019.
3. The Audit and Risk Committee resolved as follows:
Resolution number AUD/2019/64
“That the Governing Body:

a) refer this report to the Governing Body and draw the attention of elected members to their duties under the Health and Safety at Work Act 2015
b) note that this report will be provided to all local boards for their information.”

4. Clause a) of the recommendation refers the report to the Governing Body, in its role as the person or organisation conducting a business or undertaking and is in line with duties outlined in the Health and Safety at Work Act 2015.

5. The Health, Safety and Wellbeing Update – September 2019 presented to the Audit and Risk Committee on 5 June 2019 is appended as Attachment A.

Ngā tūtohunga
Recommendation/s
That the Governing Body:

a) note the report and the responsibility of elected members with regards to their duties under the Health and Safety at Work Act 2015

b) note that the report will be provided to all local board for their information.

Ngā tāpirihanga
Attachments

<table>
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<tbody>
<tr>
<td>A4</td>
<td>Original report to the Audit and Risk Committee on 12 September 2019</td>
<td>11</td>
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</table>

Ngā kaihaina
Signatories

Author | Sarndra O'Toole - Team Leader Governance Advisors
Authoriser | Stephen Town - Chief Executive
Health, Safety and Wellbeing Update - September 2019

File No.: CP2019/16241

Te take mō te pūrongo
Purpose of the report
1. To update the committee on Auckland Council’s health and safety performance between June and August 2019.

Whakarāpopototanga matua
Executive summary
2. Auckland Council’s strategic health and safety vision is ‘to become a leading organisation for health and safety by 2020’. Good progress is being made against the strategy.
3. Auckland Council’s aggregated Safe365 (Health and Safety capability) score increased to 58 per cent for the period to August 2019 and at the time of writing this report has reached 60 per cent which was the June 2019 target. As per our strategy we are now aiming towards 75 per cent by end of June 2020.

Ngā tūtohunga
Recommendation/s
That the Audit and Risk Committee:
a) refer this report to the Governing Body and draw the attention of elected members to their duties under the Health and Safety at Work Act 2015
b) note that this report will be provided to all local boards for their information.

Horopaki
Context
4. Under the Health and Safety at Work Act 2015 all elected members are deemed officers and must exercise a duty of due diligence in relation to health and safety. These quarterly reports provide information to assist elected members to carry out that role.

Tātaritanga me ngā tohutohu
Analysis and advice
5. The key metrics considered from a health and safety perspective are:
   • Safe365 health and safety capability indicator (lead indicator)
   • people leaders trained in their health, safety and wellbeing responsibilities (lead indicator)
   • new starters - health, safety and wellbeing inductions
   • critical risk reporting and assurance audits
   • reporting index.
6. These can be seen in the dashboard provided in Attachment A.
Ngā whakaaweawe me ngā tirohanga a te rōpū Kaunihera
Council group impacts and views

7. The Safe365 indicator provides a holistic view of performance across the council by measuring performance across the highest risk areas and then aggregating it. The council’s score over the period to August 2019 increased by 8 per cent to 58 percent, and at the time of writing this report has reached 60 per cent. Sixty per cent is deemed an indicator of being in overall compliance.

Chart 1 – Safe365 Starburst – Auckland Council Aggregate


8. The ‘Lost Time Injury Frequency Rate’ measures the number of lost time injuries per one million hours worked. In 2015, council set an aspirational target for the Lost Time Injury Frequency Rate of <2.25. Despite maintaining a successful performance during most of 2018 we have seen an increase above our set target. This has remained static for the last quarter at 2.68. We are moving away from this lag indicator as a measure of safety performance.

9. We have a new health and safety dashboard comprised of various new metrics that are more ‘lead’ focussed provided in Attachment A.
10. Violence remain council’s number one risk.
   - The top three security incidents for this quarter were theft/dishonesty, threatening or abusive communication, and anti-social behaviour of our customers towards our staff members.
   - There were 53 incidents of threatening, or abusive communication directed towards our customer facing staff members. Many of these incidents occur within leisure centres and at service centres, 33 of these occurred at our libraries.
   - Our staff members were subject to eleven incidents of assault/violence cases this quarter. These incidents occurred at libraries, service centres and council offices.

Due diligence duties

11. The Executive Leadership Team commenced its safety walk rounds in August 2019. The first site visited was Manukau where the Regulatory Service department, customer service call centre and the Southern Initiative were visited.

12. As ‘officers’ (under the Act) elected members have the duties set out in the table below. This also shows measures underway to support those duties.

<table>
<thead>
<tr>
<th>Duty</th>
<th>Support provided</th>
</tr>
</thead>
</table>
| Duty 1 - Acquire and keep up to date with health and safety knowledge and matters | Health and safety training for designated ‘officers’  
Health and safety training has been ongoing to ensure elected members and senior management are well informed and up to date on health and safety matters. Planning is now taking place for the upcoming elections and the upcoming induction training for any new elected members.  
The Kura Kaviana (elected member development) programme is now refocusing on more practical skills for elected members and will be including a tour of facilities.  
**Induction**  
A new process has been introduced for new council executives to receive a bespoke health and safety induction, covering their departmental risk profile, their critical risks and establishing expectations for our senior leaders on health and safety. |

Health, Safety and Wellbeing Update - September 2019
## Audit and Risk Committee
12 September 2019

<table>
<thead>
<tr>
<th>Duty</th>
<th>Support provided</th>
</tr>
</thead>
<tbody>
<tr>
<td>Third Party Administrator</td>
<td>The Corporate HSW team is making good progress on joining the implementation of the Third-Party Administrator programme. An audit will be taking place 18-20 September by ACC to decide whether we can enter the Accredited employer programme.</td>
</tr>
</tbody>
</table>
| Duty 2 - Understand council’s operations and associated hazards/risks | Site visits | A health and safety site visit plan for the chief executive, executive lead team members and elected members is in place. This was recently bolstered with the Executive Leadership Team committing to carrying out monthly visits to local sites to better understand local health, safety and wellbeing issues.  
**Health Safety and Wellbeing committee**  
The executive lead team operates as the Health Safety and Wellbeing Committee which creates better visibility and understanding of council operations and the health and safety risks in their parts of the organisation. These have been taking place quarterly. |
| Duty 3 - Ensure the council has appropriate resourcing and processes to eliminate/minimise risks | Corporate training programme | A key focus of the current strategy is to build capability within the organisation and to prioritise high risk business areas. A corporate training programme has now been agreed mandating all people leaders to complete a one day ‘Managing Safety’ course. This course has been developed from the Institute of Occupational Safety and Health’s own Managing Safety course, a well-respected and known international standard. We are currently reviewing this training with a view to add more applicable skills like Risk Assessment and Incident investigation. This metric is tracked within our new dashboard as a Key Performance Indicator. Currently we are 31.5 per cent and are looking to lift this to 75 per cent. |
| Duty 4 - Ensure the council has appropriate processes for receiving and considering information regarding incidents, hazards and risks and for responding in a timely way to that information | Management framework and reporting | A management framework is now in place. It is designed to ensure robust safety governance, processes, guidance and positive behaviours around health and safety. Risk Manager is also working effectively as our reporting tool for unsafe conditions, incidents and near misses.  
**Triage**  
The Corporate team continues to triage incidents. This assures the quality of the data and furthermore tasks ‘reasonably expected’ actions to people leaders in the business as incidents arise in Risk Manager. This helps safeguard the organisation further to ensure incidents are not closed without knowledgeable oversight and that any serious incidents involving critical risk are appropriately investigated either by the local health and safety specialist or by the Corporate team. |
Duty | Support provided
--- | ---
Duty 5 - Ensure the council has, and implements, processes for complying with any duty or obligation | Policy statement
The chief executive and mayor have signed the Health and Safety Policy Statement, and this has been implemented alongside the new Health and Safety Framework. This must be re-signed following the elections.

Our Charter
The health and safety section in Our Charter (we look after our safety and wellbeing) is being prepared for application to all council-controlled organisations. A working group has met and agreed the first draft.

Duty 6 - Take reasonable steps to verify the provision and use of resources and processes through reviews and audits | Safety audits
Safe365 audits continue to be carried out across the operations division. This has externally verified capability of departments and allowed council to see gaps at the departmental and council divisional levels. Infrastructure and Environmental Services had an outstanding result in its externa verification audit, waste solutions scoring 78 per cent, our highest 'verified' score to date. A learnings campaign on this is to follow across enterprise.

Assurance framework
Assurance audits are now taking place. Once again, our dashboard shows the audits that have taken place in the last quarter.

**Ngā whakaaweawe ā-rohe me ngā tirohanga a te poari ā-rohe**

Local impacts and local board views

13. Briefings for elected members, including local boards, have now been completed across all areas.

14. This report will be provided to all local boards together with a briefing from staff.

**Tauāki whakaaweawe Māori**

Māori impact statement

15. Auckland Council staff work with the Independent Māori Statutory Board and the council’s co-governance entities, such as the Tōpuna Maunga Authority, Te Poari o Kaipātiki ki Kaipara, the Ngāti Whātu Ōrākei Reserves Board and Te Motu a Hiaroa (Puketutu Island) Trust to ensure they have information and support to comply with their duties under the legislation.

16. The People and Performance department have integrated Health Safety Wellbeing plans into council’s Māori employment strategy (known as the Mahi Strategy).

**Ngā ritenga ā-pūtea**

Financial implications

17. There are no financial implications in this report.

18. As reflected in the Corporate Risk Register, non-compliance with Health and Safety Legislation and poor performance in this area can carry substantial fines and impacts to operational costs through incidents and or poor productivity.
Ngā raru tūpono me ngā whakamaurutanga
Risks and mitigations

19. The risk of non-compliance with health and safety is recorded in the council’s top risk register. As set out above, controls are in place to monitor and respond to critical risks through the Risk Manager System.

Ngā koringa ā-muri
Next steps

20. Staff will continue with the implementation of the Health and Safety Strategy, embedding the new Health and Safety Framework, which now includes our Wellbeing Strategy.

Ngā tāpirihanga
Attachments

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<td>Health &amp; Safety Dashboard</td>
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</table>

Ngā kaihaina
Signatories

<table>
<thead>
<tr>
<th>Authors</th>
<th>Oliver Sanandres - Head of Health, Safety and Wellbeing</th>
</tr>
</thead>
<tbody>
<tr>
<td>Authorisers</td>
<td>Patricia Reade - Director People and Performance</td>
</tr>
<tr>
<td></td>
<td>Phil Wilson - Governance Director</td>
</tr>
</tbody>
</table>
Health, Safety and Wellbeing Report

STRATEGIC AND LEADERSHIP

SAFETY LEADERSHIP
For enablers of managing safety programme by 20 (31/32)
Current 6/10

COMPETENCE
All risk register updated in Risk Manager by close of 2018
Current 83% reviewed

EMBRACING SAFETY
Implementation of voluntary management standards by 17 (13/22)
Current 100%

KNOW WHAT TO DO
All new starters completed Corporate HSW training induction
Current 6/10

CONTINUOUS IMPROVEMENT
All targeted internal staff members are considered effective
Current 80%

WELLNESS
A currency wellbeing action plan in every department
Current 4/10

TRAINING (YTD)

Managing Safety courses

Health & Safety induction

CRITICAL RISK
Top 3 Critical risk with potential 3+

Critical Risk Actions

Potential actions

Worksafe (WS) NOTIFIABLE EVENTS (YTD)

Count of notifiable events

Status of notifiable events

YTD

Performance

SPEAK UP (YTD)

Categories

Exposure to health risk

Performance index (6th month)

1.31

PERFORMANCE

Performance index (6th month)

1.31

Closing incidents with critical and potential consequence 3+ (YTD)

25% (22%)

Closing actions with critical risk and potential consequence 3+ (YTD)

131 (95%)

Health, Safety and Wellbeing Update - September 2019

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Referred from the Audit and Risk Committee - Health, Safety and Wellbeing Update - September 2019
Referred from the Audit and Risk Committee - Health, Safety and Wellbeing Update - September 2019
### Audit and Risk Committee
12 September 2019

<table>
<thead>
<tr>
<th>Reference ID</th>
<th>Responsible Unit</th>
<th>Date</th>
<th>Issue</th>
<th>Status</th>
<th>Lead Unit</th>
<th>Investigation completed locally</th>
<th>Actions</th>
<th>Status of actions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Item 9</td>
<td>Auckland Council</td>
<td>20 Jul 19</td>
<td>In the customer survey the respondent reported: My child really struggled in the pool, they were slow and took a long time to get in and out of the pool and he/she was not happy. This led to the customer going elsewhere.</td>
<td>Closed</td>
<td>Health, Safety and Wellbeing Management Officer</td>
<td>Investigation completed locally</td>
<td>0</td>
<td>closed</td>
</tr>
<tr>
<td>Item 3</td>
<td>Auckland Council</td>
<td>28 May 19</td>
<td>Plant Operator began to push up against the gate, in London, on multiple occasions, which staff &amp; public were on the Dale Upstairs floor, in direct contradiction of security instructions. Similar instructions were issued to all staff when there was a pedestrian on the Upstairs floor in the immediate vicinity of the operating plant. Plant Operator attempted numerous times to get plant operator to cease activity, via RTT, with no effect.</td>
<td>Closed</td>
<td>Full site safety review implemented locally by management team. Line manager put in place.</td>
<td>0</td>
<td>closed</td>
<td></td>
</tr>
<tr>
<td>Item 4</td>
<td>Auckland Council</td>
<td>14 May 19</td>
<td>&quot;Some of the council-owned ITM facilities appear to be Improving...&quot; Another significant power failure occurred due to lack of monitoring equipment, non-functioning backup systems (UPS &amp; generator), and no apparent urgency from responsible departments to address these issues that are well known. This ongoing issue for over one year. The power failure resulted in critical Civil Defence Infrastructure being unavailable for unknown period of time. Because there’s monitoring equipment on site, no one was aware of the failures and no steps could be taken to resolve the issue, until a resident arrived on site in the evening to participate in training and noticed that the power was out in the entire building but neither the UPS nor the backup generator was functioning.</td>
<td>Closed</td>
<td>Review the Downstream power for action</td>
<td>1</td>
<td>closed</td>
<td></td>
</tr>
<tr>
<td>Item 5</td>
<td>Auckland Council</td>
<td>29 Apr 19</td>
<td>At 14:25pm, all staff were in the office area, and we heard this roughly crackling sound coming from the roof. It appeared to be coming out of the window where the roof has been fixed, and saw a large hole in the ceiling in the ferry area. Staff re-located, a man was seen outside the ferry area, and we were informed by...</td>
<td>Closed</td>
<td>Contractor: PME carried out incident investigation, of which it was found that the existing air conditioning unit was of a sub-standard quality, and when it was upgraded to a new unit, the issues were resolved.</td>
<td>0</td>
<td>not for all contractors (removing plan of responsibilities) send contractors to inform all project managers to check for issues on their site. Line manager to inform key staff members (high priority) send overview.</td>
<td></td>
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<tr>
<td>Item 6</td>
<td>Auckland Council</td>
<td>02 Apr 19</td>
<td>There have been ongoing issues with the new stand-alone pump stations. It has been brought to our attention that the new stand-alone pump stations are not functioning as intended. The pump stations are not providing adequate pressure to the network, causing low water pressure at some locations.</td>
<td>Open</td>
<td>To be reviewed by Security with WSPs project.</td>
<td>0</td>
<td>Open</td>
<td></td>
</tr>
<tr>
<td>Item 8</td>
<td>Auckland Council</td>
<td>19 Feb 19</td>
<td>The incident involved an accident where a vehicle hit a pedestrian. The pedestrian was crossing an uncontrolled intersect...</td>
<td>Closed</td>
<td>None</td>
<td>1</td>
<td>closed</td>
<td></td>
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<tr>
<td>Item</td>
<td>Description</td>
<td>Date</td>
<td>Action</td>
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<tr>
<td>9</td>
<td>30734 Auckland Council: Customer &amp; Community Services: Parks, Sports and Recreation: Active Recreation: 10a - Operations</td>
<td>10 Feb 19</td>
<td>Driver Hapu/Anite deliver man did not check the right hose connector before filling and caused a spill in the Hapu room at their request. The sliding glass doors were the only exit available, found closed. The area was left without appropriate steps to ensure safety in the event of emergency.</td>
<td>Closed</td>
<td>Contractor required to review their procedures and training of their staff.</td>
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<td>30386 Auckland Council: Regulatory Services: Resource Consent: Premium</td>
<td>29 Jan 19</td>
<td>The Level 1 fire doors are sticking severely, making and need some work to ensure they open easily when required.</td>
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<td>Building Manager organised maintenance.</td>
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Health, Safety and Wellbeing Update - September 2019
Auckland Unitary Plan (Operative in Part) – Request to make provisions at Okura operative

File No.: CP2019/17498

Te take mō te pūrongo
Purpose of the report
1. To make the provisions for the land at Okura covered by Environment Court appeals ENV-2016-AKL-000196 and ENV-2016-AKL-000211 operative in the Auckland Unitary Plan (Operative in Part). This is a procedural step that requires a decision by the Planning Committee or the Governing Body.

Whakarāpopototanga matua
Executive summary
2. Council decided not to accept Auckland Unitary Plan Independent Hearings Panel recommendations to urbanise land near Okura, with associated urban zonings and an amended Rural Urban Boundary location. This decision was appealed to the Environment Court by the landowners, and the Court subsequently declined the appeals. That decision of the Environment Court was then appealed to the High Court, but that appeal was subsequently withdrawn prior to being heard by the High Court.
3. Section 152 of the Local Government (Auckland Transitional Provisions) Act 2010 (LGATPA) deems those parts of the Proposed Auckland Unitary Plan that are no longer under appeal to have been approved by the council under clause 17(1) of Schedule 1 of the Resource Management Act. As a result, all that remains is for council to publicly notify (under Section 160 of the LGATPA) the date on which the Auckland Unitary Plan provisions, that were under appeal at Okura, will become operative.

Ngā tūtohunga
Recommendation/s
That the Governing Body:

a) note that section 152 of the Local Government (Auckland Transitional Provisions) Act 2010 deems those parts of the Proposed Auckland Unitary Plan no longer under appeal to have been approved by the council under clause 17(1) of Schedule 1 of the Resource Management Act 1991.

b) request staff to publicly notify the provisions for the land at Okura covered by Environment Court appeals ENV-2016-AKL-000196 and ENV-2016-AKL-000211 as operative in accordance with clause 20(1) of Schedule 1 of the Resource Management Act.

Horopaki
Context
4. Two appeals to the Environment Court were lodged against the decision of council for the area adjacent to the Okura village, including the location of the Rural Urban Boundary, zoning, and management layers in the Auckland Unitary Plan (Operative in Part). These appeals were from Okura Holdings Limited, and Zhi Li, Jing Niu, and Weili Yang, as a result of council’s decision not to accept recommendations made by the Independent Hearings Panel in relation to this land.
5. The appellants sought comprehensive urbanisation of land to the east of Okura village, and reduced minimum site sizes for land to the west of Okura village. (Attachment A)

6. An Environment Court hearing was held between 18 and 29 September, and 1 to 3 November 2017. The decision of the Environment Court made on 5 June 2018 was to decline the appeals (thereby endorsing the council position).

7. Okura Holdings Limited filed a Notice of Appeal against the Environment Court decision with the High Court on 27 June 2018, stating that the Environment Court made 17 errors. However, the appellants have since issued a Notice of Discontinuance with the High Court on 25 March 2019 - in effect withdrawing their appeal. The High Court would normally confirm this withdrawal but no confirmation has been received.

Tātaritanga me ngā tohutohu

Analysis and advice

8. Staff received advice from legal counsel on 22 August 2019 that council can treat the High Court appeal as discontinued (withdrawn) from the date of the Discontinuance Notice, even though the High Court has not confirmed the withdrawal in writing.

9. Section 152 of the Local Government (Auckland Transitional Provisions) Act 2010 (LGATPA) deems those parts of the Proposed Auckland Unitary Plan that are no longer under appeal to have been approved by the council under clause 17(1) of Schedule 1 of the Resource Management Act 1991. As a result, all that remains is for council to publicly notify (under Section 160 of the LGATPA) the date on which the Auckland Unitary Plan provisions, that were under appeal at Okura, will become operative.

Ngā whakaaweawe me ngā tirohanga a te rōpū Kaunihera

Council group impacts and views

10. The council group, including Auckland Transport and Watercare Services Limited, will not be adversely affected by making this part of the Auckland Unitary Plan operative as new and/or upgraded infrastructure will not be required, with the land in question remaining as Rural - Countryside Living.

Ngā whakaaweawe ā-rohe me ngā tirohanga a te poari ā-rohe

Local impacts and local board views

11. The Hibiscus and Bays Local Board was engaged during the preparation of the Proposed Auckland Unitary Plan and gave its view on a preferred planning approach for the land covered by these appeals. The notified zoning and Rural Urban Boundary location in this area, the appeals against which were declined by the Environment Court, aligns with the views of the Local Board.

12. Local Board views were not sought for this report as publicly notifying the date that the relevant provisions will become operative is a procedural matter.

Tauākī whakaaweawe Māori

Māori impact statement

13. Impacts on Māori have been considered throughout the process of developing and hearing the Auckland Unitary Plan (Operative in Part). The final step in making the planning provisions, which were under appeal in this instance, operative in the Auckland Unitary Plan (Operative in Part) is a procedural matter, and therefore does not have any particular impact on Māori.
Ngā ritenga ā-pūtea
Financial implications
14. There are no financial implications associated with making the Auckland Unitary Plan provisions that were under appeal operative.

Ngā raru tūpono me ngā whakamaurutanga
Risks and mitigations
15. There are no risks associated with making the plan provisions that were under appeal operative.

Ngā koringa ā-muri
Next steps
16. The final step in making the plan provisions operative for land at Okura is to publicly notify the date on which it will become operative, and to update the Auckland Unitary Plan (Operative in Part). This report requests the appropriate staff to undertake this action.

Ngā tāpirihanga
Attachments

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Ngā kaihaina
Signatories

<table>
<thead>
<tr>
<th>Author</th>
<th>Austin Fox - Principal Planner</th>
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<tr>
<td>Authorisers</td>
<td>John Duguid - General Manager - Plans and Places</td>
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<td>Stephen Town - Chief Executive</td>
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Te take mō te pūrongo
Purpose of the report
1. To consider the recommendation from the Appointments, Performance Review and Value for Money Committee regarding the Legal and Risk Value for Money Review 2019 report.

Whakarāpopototanga matua
Executive summary
2. At its meeting on 5 September 2019, the Appointments, Performance Review and Value for Money Committee resolved as follows:

“Resolution number APP/2019/63
MOVED by Mayor P Goff, seconded by Cr D Simpson:
That the Appointments, Performance Review and Value for Money Committee:

a) agree to recommend to the Governing Body that the council’s chief executive collaborates with the chief executives of the council-controlled organisations to:

i) develop and implement a group assessment of risk by:
   A) developing a framework for combining the same or similar risks identified by each organisation into a cumulative group risk
   B) determining the most effective way to treat cumulative risk – either as a group or as individual organisations – and whether a portion of the risk should be insured
   C) reporting the cumulative group risk to the Audit and Risk Committee on a quarterly basis

ii) build a business case to improve legal operational efficiency
   A) determining and understanding the current gaps impacting efficiency
   B) identifying and evaluating a range of options (largely technology) which will close the identified gaps and complete the approved business case

iii) adopt a more strategic approach to insurance
   A) understanding the risks the group faces and the strength of the group balance sheet to manage that risk
   B) assessing current insurance cover against our risk profile to:
      1) purchase insurance only when events have potential to materially and adversely impact council’s credit rating
      2) insure key assets that materially affect service delivery and the group balance sheet
      3) apply meaningful deductibles consistent with balance sheet capacity ($52 billion in assets) and risk appetite.

3. The original report to the Appointments, Performance Review and Value for Money Committee can be found on the Auckland Council website at the following link:

Original Legal and Risk Value for Money Report
Ngā tūtohunga
Recommendation/s
That the Governing Body:

a) agree that the council’s chief executive collaborates with the chief executives of the council-controlled organisations to:

i) develop and implement a group assessment of risk by:
   A) developing a framework for combining the same or similar risks identified by each organisation into a cumulative group risk
   B) determining the most effective way to treat cumulative risk – either as a group or as individual organisations – and whether a portion of the risk should be insured
   C) reporting the cumulative group risk to the Audit and Risk Committee on a quarterly basis

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   A) determining and understanding the current gaps impacting efficiency
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      1) purchase insurance only when events have potential to materially and adversely impact council’s credit rating
      2) insure key assets that materially affect service delivery and the group balance sheet
      3) apply meaningful deductibles consistent with balance sheet capacity ($52 billion in assets) and risk appetite.

Ngā tāpirihanga
Attachments
There are no attachments for this report.

Ngā kaihaina
Signatories

<table>
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<tr>
<th>Author</th>
<th>Sarndra O’Toole - Team Leader Governance Advisors</th>
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<td>Authoriser</td>
<td>Stephen Town - Chief Executive</td>
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Value for Money Programme - Observations from Independent Reference Panel

File No.: CP2019/17483

Te take mō te pūrongo
Purpose of the report

1. An opportunity for the Chair of the Value for Money Programme Independent Reference Panel, Miriam Dean, to share on behalf of the panel their observations and assessments of the merits of the programme.

2. It has been prepared in response to a request from the Appointments, Performance Review and Value for Money Committee, after an officer’s report was tabled and a verbal presentation given by Miriam Dean on 5 September.

3. This presentation and any resulting discussions will help in the preparation of a brief to the incoming council on the future of the programme.

Whakarāpopototanga matua
Executive summary

4. With the end of the current council term it was deemed appropriate to provide a review of the Value for Money Programme to date and seek feedback on future considerations. To this end the Appointments, Performance Review and Value for Money Committee held a workshop on 5 September, at which the Chair of the Value for Money Programme Independent Reference Panel, Miriam Dean, gave a verbal presentation on her observations and assessment of the programme to date. This was followed by an agenda report to the committee meeting on the same day (attachment B), which outlined themes emerging from the work to date, issues identified, and drivers for the continuation of the programme.

5. At the request of the Appointments, Performance Review and Value for Money Committee, Miriam Dean was asked to provide a brief written report to the next Governing Body meeting and this has been prepared (attachment A) on behalf of the Independent Reference Panel, whose membership is made up of Miriam Dean (Chair), Doug Martin and John Leuchars. The brief report sets out the panel’s assessment of Auckland Council’s Value for Money Programme, outlining the perceived benefits, nature of the processes undertaken, and suggesting some improvements that could be made. In summary, in the panel’s view, the programme has proved very worthwhile and should continue.

6. This report from the Independent Reference Panel, along with any discussion at the meeting, will assist with the preparation of a brief from the group chief financial officer to the incoming council on the future of the programme.

Ngā tūtohunga
Recommendation/s

That the Governing Body:

a) note the memorandum from the Value for Money (S17A) Independence Reference Panel and thank Miriam Dean, Doug Martin and John Leuchars for their work over the last two years.
Ngā tāpirihanga

Attachments

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<th>Authorisers</th>
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<tbody>
<tr>
<td>Kevin Ramsay - General Manager Corporate Finance and Property</td>
<td>Matthew Walker - Group Chief Financial Officer</td>
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<td>Stephen Town - Chief Executive</td>
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Auckland
Value for Money
Programme

Memorandum

To: The Governing Body, Auckland Council
From: Independent Reference Panel
Subject: Value for Money Programme
Date: 13 September 2019

Introduction

This brief note sets out the panel’s assessment of Auckland Council’s Value for Money Programme. It was prepared in response to a request from the Appointments, Performance Review and the Value for Money Committee. The committee received a detailed report on the programme at a meeting on 5 September, and this high-level assessment confirms the report’s main conclusions as well as providing the panel’s own observations, as expressed by the chair at that meeting. In the panel’s view, the programme has proved very worthwhile and should continue.

Benefits

The programme is successful because it evaluates services provided by the council and its council-controlled organisations (and often services span a number of entities within the wider council group) from a strategic perspective, rather than simply seeking to minimise costs, and this has resulted in the following benefits:

Lower costs: The programme’s reviews will achieve estimated savings of $430 million over 10 years, with $270 million in savings already achieved. The Three Waters and procurement reviews made a particularly strong contribution to initial savings.

More co-operation: The reviews have helped break down silo thinking in many areas of the council’s operations, including among council-controlled organisations. One notable example is the increased co-operation between Healthy Waters and Watercare. Several of the reviews have been a real catalyst for promoting better working relationships.

More synergies: The reviews have helped eliminate duplication of activities and encourage more sharing of resources and information. The procurement review was especially successful in this respect, identifying opportunities to standardise processes and technology and develop a group-wide approach to procurement.
Celebrating success: The reviews do not concentrate solely on uncovering weaknesses and suggesting improvements. Acknowledging success has also been a crucial aspect of the programme. The customer service review, for example, highlighted the excellent service provided by libraries and resulting high levels of customer satisfaction. Lessons learned in this area have been useful when looking at areas with much lower customer satisfaction levels, such as in regulatory services.

Sharing insights: The lessons learned in one review have frequently proved useful in another. Insights drawn, for example, from the customer services review have application in the current human resources review. This sharing would not be possible if the council had an ad hoc approach to reviewing its wide-ranging activities.

Greater public trust: One of the programme’s functions is to encourage trust and confidence in the council and the way it spends ratepayers’ money. Trust in institutions and large organisations is on the decline worldwide, as the Edelman barometer and similar measures confirm, making it vital Auckland Council is able to show it is evaluating whether its services (and those of its council-controlled organisations) are giving ratepayers the best value for money possible.

Process

Section 17A of the Local Government Act 2002 requires councils to examine the cost-effectiveness of their operations. For Auckland Council, this is no mere box-ticking exercise because it:

Adopts a fact-based approach: Each review has three parts: an assessment of current arrangements, development of improvement options, and preparation of findings and recommendations.

Engages external expertise: The council frequently draws on outside subject matter experts who can ask the tough questions and offer fresh perspectives. This has included the appointment of a Te Aro Maori adviser on many of the reviews.

Engages an independent panel: Panel members have expertise in a wide range of areas relevant to reviews, including law, policy, engineering, project management and general governance. And that independence helps encourage greater trust and confidence in the council.

Improvements

The panel has also had a critical look at itself over the past two years. It now involves senior management earlier in the review process. This allows panel members to understand the subject matter sooner, and also to get earlier buy-in from those who are the subject of reviews. Another benefit is a better understanding of the issues from senior management’s perspective, which helps ensure smoother implementation of review recommendations. More recently, the panel has also
sought regular updates (including meeting with relevant officers), which has proved useful in monitoring implementation of review recommendations.

One further possible improvement, as discussed with the Appointments, Performance Review and Value for Money Committee, will be to explore practical ways the council (and/or the panel itself) can more effectively communicate the programme's achievements to ratepayers. The panel considers the council is missing the opportunity to tell ratepayers simply and clearly what it is doing to give ratepayers the best possible value for money.

We hope these observations are helpful to the council.

Miriam R Dean CNZM QC (Chair)
John Leuchars
Doug Martin
Value for Money programme – end of council term status and review

File No.: CP2019/13267

Te take mō te pūrongo

Purpose of the report
1. To provide a review of the Value for Money programme to date and seeks feedback from the Committee on future considerations.

Whakarāpopototanga matua

Executive summary
2. The Value for Money (VfM) programme, while structured to comply with section 17A of the Local Government Act 2002, has taken a much broader and more robust approach to the exercise than is envisaged by legislation. This involves taking a strategic approach to value assessment, a consistent methodology, political oversight through this committee and involvement of external expertise including an independent reference panel.

3. Ten groups of activities have been reviewed to date. Eight of these activities have moved to the benefit realisation stage and a range of financial and non-financial benefits have been, or are expected to be, achieved. The potential financial benefits of the projects completed to date are estimated to be $430 million over 10 years - $270 million of this has been realised in year one. More details are provided in Attachment A to this report. A status report is also included as a separate item on this agenda.

4. A number of common themes have emerged from the individual projects. One of the key issues is the barrier to maximising benefits from the council group structure, where the council-controlled organisations (CCOs) have a high degree of autonomy in many areas. Developing a group strategic approach for specific activities, improving cooperation and collaboration at a management level and more engagement at a governance level are all potential mechanisms to break through those barriers.

5. There were other key themes identified:
   - Procurement, while already delivering significant cost savings, continues to offer further potential savings.
   - There is a good deal of work going on across the group organisations to improve efficiency and effectiveness. Because these projects sit outside a formal structure, benefits are not easily measured.

6. A stocktake of the programme has been undertaken to identify the learnings from the last couple of years and to inform a briefing paper on the future of the programme to the incoming council.

7. The key issues from the stocktake are:
   - the challenges of working across the council group to ensure buy-in and appropriate engagement at both the management and governance levels in order to achieve the identified benefits
   - ongoing political leadership, particularly as the programme moves into some of the community-facing activities
   - the areas of focus to include both cross-cutting activities (such as project management, asset management) as well as prioritising those activities that may deliver most value
   - a number of process improvements that are already underway or planned.
8. Moving forward, the drivers for continuing with some form of VfM programme are strong. Apart from the legislative and best practice requirements to review the cost effectiveness of activities, Auckland Council faces ongoing financial pressure from population growth, historical under-investment in infrastructure, debt constraints and major pending costs from macro issues such as climate change impacts, housing shortages and environmental degradation. Ensuring that existing services are delivered in a cost-effective manner is vital to releasing funding for these other challenges.

9. It is proposed that a briefing paper be prepared for the incoming council covering:
   - aligning the programme to other relevant programmes including the next long-term plan
   - developing a programme that covers a mixture of priority activities as well as some cross-cutting functions
   - a project structure that provides for appropriate political leadership and direction, particularly in those community-facing activities which impact at a local level
   - an ongoing role for independent oversight (such as the Independent Reference Panel).

10. The committee is invited to provide feedback to inform this briefing paper.

Ngā tūtohunga
Recommendation/s
That the Appointments, Performance Review and Value for Money Committee:

a) note the end of council term status and review report
b) agree that a Value for Money programme briefing paper be prepared by the group chief financial officer for the incoming council.

Horopaki
Context

11. The Local Government Act 2002 (LGA) section 17A requires all councils to undertake regular reviews of the cost-effectiveness of their delivery of “good-quality local infrastructure, local public services, and performance of regulatory functions”. The LGA also requires that these reviews “consider options for the governance, funding, and delivery of infrastructure, services, and regulatory functions”.

12. Auckland Council has several strong drivers for seeking to manage costs and chose to broaden the s17A process into a more robust vehicle than that required by the legislation. Since 2017 a systematic approach to reviewing services and activities has been undertaken, incorporating the legislative requirements of s17A. In March 2018 the Governing Body adopted the mayor’s proposal to amend the Terms of Reference for the existing Appointments and Performance Review Committee to provide political oversight of the VfM programme.

13. The current VfM programme has a number of distinct features designed to ensure maximum effectiveness, those being:
   - a broader approach than just that required by the LGA – the programme has looked at value in a strategic sense i.e. the value to Auckland from the four wellbeing perspectives, rather than just the cost of delivering the activity. Value has been assessed using an evidence base and benchmarking against comparable organisations. It has also taken a group perspective by including the relevant activities in CCOs as part of the review.
   - a consistent methodology for each service/activity – this has allowed the development and evolution of a framework and reports that are consistent in their presentation to decision makers, transparent to all stakeholders, and resulted in the development of internal capability which can be applied to a range of issues.


- oversight and input from an Independent Reference Panel – the members of the panel bring in-depth experience from their backgrounds in engineering, public policy and the legal profession. The elements of independent challenge, an outside perspective and professional credibility have been valuable assets to the overall process.
- external expertise as required – a number of the projects have used external subject matter experts to challenge the review findings, ask the right questions and add another perspective. Included in this expertise has been a Te Ao Māori advisor, to ensure that Māori interests have been considered in the relevant reviews.
- political oversight and ongoing monitoring of expected benefits – this ensures that there is continued focus on delivery as well as review.

Tātaritanga me ngā tohutohu

Analysis and advice

Status of delivery

14. Ten groups of activities have been through the review process in full or part. Two of these are not yet at the benefit realisation stage, those being:

- parks and open spaces – the broader governance issues being considered through the Governance Framework Review are relevant to this project, and Parks and open spaces will be revisited once this work has advanced
- legal services – this review has recently completed and is a separate item on the agenda.

15. A brief summary of the remaining projects, in the benefit delivery stage, is provided in Attachment A.

16. In reflecting on the work completed to date, some consistent themes emerge.

- Auckland Council and its CCOs were set up with a significant degree of autonomy. This has resulted in a lack of cooperation and consistency across the group, with a range of duplicated systems and effort in many areas and a lack of data sharing.
- A lack of a coherent organisational strategy for shared services across the group which hampers the opportunities for improved cooperation and more effective delivery between the council parent and the CCOs. Developing a set of consistent and agreed outcomes would support a group approach to achieving greater benefits. The Three Waters review is an example of where this was identified as an issue, but it has also been evident in some of the support functions such as communications and engagement.
- Notwithstanding the points above, the VFM programme has been a catalyst for cross-organisational cooperation, particularly between the council parent organisation and the CCOs. This has delivered not only financial benefits (through more coordinated planning, procurement and delivery), but also has laid the platform for better working relationships in the future.
- Procurement is the area that gives the greatest potential for cost savings. While in-roads have been made in achieving cost savings through procurement processes over recent years, particularly using the council’s size and buying power, the programme has highlighted further opportunities in this area.
- There is already a great deal of good work happening to improve organisational efficiency and effectiveness. The VFM programme has identified where improvement in value can be added but has also found that within individual pockets of the council and CCO organisations, improvements have been implemented without the structure of a formal programme. Because of the ad-hoc nature of these projects the benefits have not been captured in a consistent manner.

Wider context

17. The Value for Money programme is only one initiative in an ongoing drive for organisational efficiency and savings.
18. The Auckland Council group is faced with significant cost pressures. Population growth and historical under-investment in some infrastructure has resulted in the need to invest in a significant capital expenditure programme since the amalgamation of the legacy councils. This programme drives ongoing costs of financing, depreciation and the consequential operating costs associated with the new or upgraded infrastructure.

19. These additional infrastructure-related costs, coupled with the desire to maintain general rate increases at acceptable levels, have kept the focus on minimising cost increases and wherever possible, finding more effective, cost efficient ways of delivering services.

Efficiency savings
20. As part of the annual budgeting process there is a focus on the costs of all activities and services. Scrutiny is applied to refreshed budgets prepared by departments of the council organisation and the CCOs. To maintain the tension of continuous efficiency improvements, a savings target is set each year. This requires ongoing organisational attention to the management of costs and seeking better ways to deliver services. These savings are built into the budget. The annual savings target set as part of the Long-term Plan 2018-2028 are:

2018/19 $23 million
2019/20 $23 million
2020/21 $16 million.

Simplification project
21. After being identified as a key ‘game changer’ for the organisation, a programme of work called ‘Simplification’ has recently been established to make things easier for staff to deliver services to our customers. Fundamentally covering people, processes and technology, work has started on the first project - the planning to reporting cycle within the council. It aims to simplify how we create, collect and present financial information.

Previous organisational reviews
22. Other reviews to improve the efficiency and effectiveness of services have also been completed. Projects such as ‘Libraries Fit for the Future’, the contact centre consolidation to Manukau and the changed approach to facilities management (Project 17) have all made improvements to value for money.

Learnings from the VfM Programme
23. Over the last couple of months, a stocktake of the programme has been undertaken, with input from a number of participants, including the Independent Reference Panel. The purpose of the stocktake was to learn from the activity to date and to inform the future shape of the programme. The key points from the review are set out below.

Strategic
24. There are particular challenges in involving the wider group in the VfM programme. Any change-oriented project needs to overcome barriers to change within existing staff, processes and systems. These barriers are multiplied when dealing with individual organisations and their own governance structures. Mechanisms for better engagement with the governance structures of the CCOs need to be considered.

25. Ongoing political leadership is important to the programme. As the focus of the programme moves to more of the community-facing activities, rather than the support functions, this leadership will become increasingly important. The role of the VfM programme is to question the value of the way that services are delivered rather than the policy decisions related to which services are delivered (essentially political decisions). However, these two areas inevitably impinge upon each other and it is important to ensure that political involvement and guidance is provided at appropriate points. Political involvement needs to provide for the complexity of Auckland’s governance model (governing body, local boards and the independent Māori Statutory Board).
26. The current programme has primarily adopted an approach of systematically working through groups of activities as identified in the council’s public documents (annual plan, long-term plan, annual report). While this ensures no activities are overlooked there are opportunities to change the areas of focus to include cross-cutting functions such as property management, asset management, project management and contract briefing/management. There are also opportunities to prioritise activities that will add most value.

Process

27. The programme tended to start as an independent review and only involve existing management after the initial findings stage. The current view is that involving management from the beginning allows a broader understanding of the issues from that perspective and can allow the programme to act as a catalyst for change. It will also ensure that the managers are invested in the programme and provide a smoother transition to implementation.

28. The Independent Reference Panel have added value through their expertise and fresh perspectives on council activities. Mechanisms for maximising this value have been considered and include more open-ended questions and debate with the relevant staff as well as more opportunities for interaction with the governance of the council (appropriate committee) and the CCO boards.

29. The programme needs to be managed at the right pace. It is important to ensure that momentum is maintained, but also that the programme enables robust participation and engagement. This may mean timelines differ depending on the activity under review.

Future of the VfM Programme

30. Leading into the term of a new council it is appropriate to consider the future shape of the programme and the advice that would be provided to the incoming mayor and councillors on continuing with the programme.

31. Many of the drivers to continue with the programme are unchanged, those being:
   - the legislative requirement to continue with s17A reviews
   - the challenges of Auckland’s ongoing growth and managing the costs and debt constraints associated with funding that growth
   - a ‘best practice’ approach to ensuring that ratepayers are receiving best value for their money through optimising service delivery and costs
   - ongoing political and organisational focus on the trade-offs between costs to ratepayers and the levels of service that are demanded in different activities
   - transparency to the community of such trade-offs.

32. In addition, the macro issues that face the council and New Zealand generally (climate change, housing provision, environmental degradation) are making significant demands on constrained resources. Continuing a programme that ensures funding is released wherever possible to meet these increasing costs is essential in some form.

33. The VfM programme can also have a part to play in improving the community’s trust and confidence in the council’s performance. It provides the assurance that the council takes its responsibilities seriously in managing public funding through a robust programme of reviewing all activities with independent oversight. Given the global decline in trust in governments and institutions (e.g. Edelman Trust Barometer 2019), providing such assurance is valuable.

34. The form that the programme takes and the amount of effort and resource that go into it are essentially political decisions. Key issues for that consideration include:
   - aligning the VfM programme with other initiatives (such as the annual efficiency savings, the simplification project) to ensure there is an integrated overview of all these activities
• acknowledging the wider approach to measuring ‘value’ that the VfM programme brings and capturing that within the integrated approach (i.e. that value is more than simply cost reductions)
• aligning the integrated programme with the next long-term plan process
• determining the programme approach in terms of specific groups of activities, cross cutting projects or a mixture of both
• a project structure that provides for appropriate political leadership and direction, particularly in those community facing activities which impact at a local level
• an ongoing role for independent oversight (such as the Independent Reference Panel).

35. It is proposed that staff will prepare a briefing paper to the incoming mayor and council setting out a recommended way forward. Reflections from the committee to inform that briefing paper would be welcome.

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

36. The Value for Money programme has deliberately taken a group view of activities. This report sets out some of the challenges and opportunities to continue that approach. The briefing paper for the incoming council will seek the views of the substantive council-controlled organisations.

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

37. The programme to date has not significantly impacted at a local level. Many of the activities have been corporate support activities and others have been within the regional decision-making allocation. As the programme progresses there will be impacts at a local level and this report suggests that consideration needs to be given to the involvement of local boards at the appropriate time.

Tauākī whakaaweawe Māori
Māori impact statement

38. At an individual project level there has been consideration of the impact for Māori and some specific recommendations on this. This focus should continue to be a feature.

Ngā ritenga ā-pūtea
Financial implications

39. The Value for Money programme is focused on ensuring maximum value for the community from council expenditure. The cost of the programme ($1.54 million over two years) has more than been covered by the potential benefits identified and realised to date ($270 million). An ongoing focus on maximising value while minimising costs is essential in the context of some of the financial challenges that the council faces.

Ngā raru tūpono me ngā whakamaurutanga
Risks and mitigations

40. There are no specific risks associated with adopting the recommendations of this report. Risks associated with adopting recommendations of individual projects within the overall programme are dealt with at the time of each report back.
Ngā koringa ā-muri
Next steps
41. Following agreement from the committee meeting today, staff will prepare a briefing paper on the future shape of the Value for Money programme, to be presented to the incoming mayor and council.

Ngā tāpirihanga
Attachments

<table>
<thead>
<tr>
<th>No.</th>
<th>Title</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>Summary of projects at benefit realisation stage</td>
<td>115</td>
</tr>
</tbody>
</table>

Ngā kaihaina
Signatories

<table>
<thead>
<tr>
<th>Authors</th>
<th>Theresa Stratton - Senior Business Analyst</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Ross Chimside – Programme Lead VFM</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Authorisers</th>
<th>Kevin Ramsay - General Manager Corporate Finance and Property</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Matthew Walker - Group Chief Financial Officer</td>
</tr>
<tr>
<td></td>
<td>Phil Wilson - Governance Director</td>
</tr>
</tbody>
</table>

Value for Money programme – end of council term status and review
# Summary of projects at benefit realisation stage

<table>
<thead>
<tr>
<th>Project</th>
<th>Summary of Key Findings</th>
<th>Benefits delivered</th>
<th>Current status</th>
</tr>
</thead>
</table>
| Three Waters     | • Integration of water and wastewater services in Watercare and amalgamation of the legacy council stormwater activities has delivered value.  
|                  | • There is opportunity for further value to be added through developing a shared outcomes framework between Watercare and Council stormwater functions, as well as more joined up planning, procurement and operations. The development of a Three Waters Strategy would be the starting point for this further work.  
|                  | • Following the strategy a further s12A assessment could look at the best governance, funding and service delivery forms.  
|                  | • Short term, while the strategy is being developed, benefits can be delivered from joint procurement.  
|                  | • As monopoly providers of these services there would be value in an independent economic regulatory assessment to give Aucklanders confidence that the Three Waters services plans and costs/charges are for their long term benefit. | Financial  
|                  |                                                                                         | • Forecast benefits over 10 years are $193 million of which $291 million has been realised  
|                  |                                                                                         | Non-financial  
|                  |                                                                                         | • Improved coordination of the three waters activity leading to ability to schedule capital works at same time. | • Development of the Three Waters Strategy is underway |
| Domestic Waste   | • Existing domestic waste services are delivering good value for money. There is good progress on diverting waste from landfill and significant operational cost savings have been made since amalgamation.  
|                  | • The team is well organised and has good processes, recognised through the 2016 Project Excellence Award.  
|                  | • There needs to be greater cost-benefit analysis and research capability enabling prioritisation of future waste initiatives to achieve maximum environmental, public health, cultural and other impacts of waste disposal. Some currently planned initiatives may not be the best value for money when measured this way.  
|                  | • Increases in the landfill levy should be the subject of a more robust economic analysis before further advocacy to central government. | Financial  
|                  |                                                                                         | • Financial benefits will be quantified following completion of current procurement processes  
|                  |                                                                                         | Non-financial  
|                  |                                                                                         | • Increased focus on non-domestic waste  
|                  |                                                                                         | • Review of ownership/management of key waste assets completed | • Procurement for integrated waste collection services underway |
### Attachment B

#### Item 12

- There should be more focus on non-domestic waste as this represents the majority of waste to landfill and offers more opportunities for significant reductions based on overseas experience.
- There are opportunities for more commercial approaches to delivery and contracting of waste services such as divestment or outsourcing of non-strategic waste management assets, improving waste services contracting approach and better use of the contestable Waste Minimisation fund.

<table>
<thead>
<tr>
<th>Investment Attraction</th>
<th>Financial (Non-financial)</th>
<th>Communications and Engagement</th>
</tr>
</thead>
<tbody>
<tr>
<td>The budget for Investment Attraction and Global Partnership services is not large and is stable; therefore the review focused on clarity and appropriateness of purpose.</td>
<td>- Development of consolidated Auckland investment story</td>
<td>Auckland Council and its CCOS were designed to operate with significant independence, including communications, as each organisation has distinct mandates, objectives, budgets and performance objectives.</td>
</tr>
<tr>
<td>Investment attraction and global partnership services are well organised, aligned with strategy and take an evidence-based approach to prioritising resources. The business processes accord with good, if not leading, practice.</td>
<td>- Improved performance measures</td>
<td>There is value in the group collectively developing a communications strategy to address group reputational risk and to set out clear objectives, priorities and responsibilities supported by appropriate protocols.</td>
</tr>
<tr>
<td>There are many local and central government agencies in the landscape, but significant coordination effort is creating greater clarity about roles and responsibilities, and improved collaboration. This could be further enhanced by developing a consolidated “Auckland investment story”.</td>
<td>Work continuing on Auckland investment story and performance measures</td>
<td></td>
</tr>
<tr>
<td>The services delivered have the potential to pack a disproportionate economic punch in terms of the amount of new investment. However, it is difficult to attribute investment and other economic outcomes to what the services do, and current outcome measures fail to do that convincingly. There is value in looking at other performance measures.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>There may be opportunities to introduce fees for some investment attraction services.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Group Procurement</td>
<td>Financial</td>
<td>Risk Framework</td>
</tr>
<tr>
<td>-------------------</td>
<td>-----------</td>
<td>----------------</td>
</tr>
<tr>
<td></td>
<td>- The capability of the procurement function is improving and becoming more strategically focused. However, given the scale and complexity of the procurement required to deliver the LTP programme, the investment in building procurement capability should be monitored.</td>
<td>- Forecast benefits over 10 years are $110 million of which $27 million has been realised.</td>
</tr>
<tr>
<td></td>
<td>- There are opportunities to improve and benefit from a Group approach to procurement. There is some group procurement happening, but it is inconsistent. Standardising processes and technologies and developing a group strategy would improve the ability to deliver more benefits.</td>
<td>Non-financial</td>
</tr>
<tr>
<td></td>
<td>- Benefit delivery could be improved. Not all opportunities are pursued and when monitoring reveals targets not being achieved plans to get back on track should be identified.</td>
<td>Sustainable procurement and Māori engagement framework in place</td>
</tr>
<tr>
<td></td>
<td>- There are opportunities to both improve relationships with suppliers (through proactive relationships management) and to improve processes to reduce the costs of suppliers doing business with council.</td>
<td>Improved processes for low value, low risk improvement – reducing time to complete procurement activity</td>
</tr>
<tr>
<td></td>
<td>- Contract risk management needs to be managed appropriately to achieve cost effectiveness.</td>
<td></td>
</tr>
<tr>
<td>Information, Communications and Technology</td>
<td>Financial</td>
<td>Non-Financial</td>
</tr>
<tr>
<td>-------------------------------------------</td>
<td>-----------</td>
<td>--------------</td>
</tr>
<tr>
<td>- At amalgamation eight different systems existed. ICT kept things running successfully and have been standardising, improving user experience and reducing complexity over the years.</td>
<td>- Forecast benefits over 10 years of $18m - work underway on realisation plan</td>
<td>- Group ICT strategy</td>
</tr>
<tr>
<td>- ICT represents 4.5% of group operating costs, this is decreasing and is in line with public sector benchmarks (Watercare is below and AT is above benchmark).</td>
<td>-</td>
<td>- Move of services from FIFA to Auckland Council</td>
</tr>
<tr>
<td>- There are opportunities to improve the group approach to ICT - more sharing of services, further group procurement (some already happens), a shared approach to building, sharing and use of data. A Group CIO forum to address these issues and developing a group ICT strategy is recommended.</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>- ICT is shifting from owning hardware and software to procuring as a service. This will require new skills from ICT staff.</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>- Different approaches to project delivery are evolving. Traditional structured sequential approaches which typically take many months and one go-live events, are being supplemented by agile approaches, where incremental improvements are delivered in short 2-4 week projects. Both approaches are valid in different circumstances.</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>- Cyber security is an ongoing risk with the availability of appropriately qualified staff a challenge. Outsourcing may be an opportunity in the future.</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>Customer Services</td>
<td>Financial</td>
<td>Non-Financial</td>
</tr>
<tr>
<td>- All organisations in the group understand and are committed to a customer service culture. There is an emphasis on improving flexibility and responsiveness to customer needs. Across the group significant investment and staff development is being undertaken to improve customer service.</td>
<td>- Opportunity of $10m (over 10 years) identified but yet not realised</td>
<td>- A number of projects underway to resolve customers queries at the first point of contact (including</td>
</tr>
<tr>
<td>- There is more opportunity to specifically consider Māori in customer service design. The demographics of Auckland are changing and the customer service approach may need to adapt to this in the future.</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>- Overall customer satisfaction and net-promoter scores are good relative to other public sector organisations. Some activities will always have higher satisfaction (libraries, zoo, art gallery) compared to others (building and resource consent) due to the nature of the activities. Some poor results can be explained by temporary disruption e.g. roadworks, others are the result of</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>-</td>
<td>-</td>
<td>- Customer improvements identified by the review included in Auckland Council organisation strategy</td>
</tr>
<tr>
<td>Finance</td>
<td>Financial</td>
<td></td>
</tr>
<tr>
<td>---------</td>
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<td></td>
</tr>
<tr>
<td>• Finance has delivered well in the face of a number of challenges such as bringing together the financial systems of the eight amalgamating councils delivering on complex financial planning, reporting and audit requirements. There is a clear financial strategy and plan for the next 10 years and the financial objectives of previous LTPs have been met or exceeded.</td>
<td>• Opportunity of $18m (over 10 years) identified. Plans have been implemented to realise 50% of the value.</td>
<td></td>
</tr>
<tr>
<td>• The group has maintained its AA credit rating despite the pressures of a growing capital expenditure programme. Management of borrowing is a key risk to the group and robust management practices exist to manage this risk. Finance also has an increased role and opportunity to support delivery of the capital programme through driving improved forecasting so that borrowing remains within agreed limits.</td>
<td>Non-Financial</td>
<td></td>
</tr>
<tr>
<td>• The costs of the finance function are above public sector benchmarks (1% compared to 0.8% of operating costs), however local government has more financial compliance requirements and the group structure adds further complexity. AT and Watercare finance costs are at or below the benchmark.</td>
<td>• A group approach around sharing financial information to avoid rework and duplication.</td>
<td></td>
</tr>
</tbody>
</table>

The table above highlights the observations from the Independent Reference Panel regarding the Value for Money Programme.
### Attachment A

<table>
<thead>
<tr>
<th>Item 12</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Finance teams collaborate well across the group. Shared services are provided by Auckland Council for treasury, tax, and technical accounting across the group, and transactional services to RFA, Panuku, and ARTF. Some services are shared between Auckland Council and the group. The group has identified the need to develop an integrated approach to service provision. Finance teams have enjoyed benefits through business efficiencies, cost savings, and shared risk management. Continuous improvement and quality management issues of concern in review.</td>
</tr>
<tr>
<td>Attachments</td>
</tr>
</tbody>
</table>

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Value for Money programme – end of council term status and review
Te take mō te pūrongo
Purpose of the report
1. To inform the members of the basis for preparation of the draft Auckland Council Annual Report 2018/2019 and the draft Auckland Council Summary Annual Report 2018/2019 (annual reports) and the process followed.
2. To provide transparency over the annual reports, both of which will be presented in the confidential section of this meeting.

Whakarāpopototanga matua
Executive summary
3. The Local Government Act 2002 requires Auckland Council to prepare and adopt an annual report and a summary of the annual report each year.
4. The draft annual reports covering the year to 30 June 2019 have been prepared by Auckland Council staff and audited by Audit New Zealand on behalf of the Deputy Auditor-General.
5. The draft annual reports compare and comment on the performance of the Auckland Council and the Auckland Council group against the budgets and operating targets set in year one of the amended 10-Year Budget 2018-2028.
6. At its meeting on 12 September 2019, the Audit and Risk Committee reviewed the draft annual reports and the preparation processes and recommended the annual reports for adoption by the Governing Body (Attachment A).
7. At its meeting on 17 September, the Finance and Performance Committee reviewed and confirmed that the draft annual reports fairly reflected the financial and operating performance of the group and recommended them for adoption by the Governing Body (Attachment B).
8. All matters raised by the Audit and Risk Committee and the Finance and Performance Committee in relation to the draft annual report content have been resolved.
9. There are no significant outstanding audit or process issues relating to the annual reports.

Ngā tūtohunga
Recommendation/s
That the Governing Body:
a) note the confirmation by the Audit and Risk Committee that the audit process in respect of the draft Auckland Council Annual Report 2018/2019 and the draft Auckland Council Summary Annual Report 2018/2019 has been completed satisfactorily
b) note the draft Auckland Council Annual Report 2018/2019 and the draft Auckland Council Summary Annual Report 2018/2019 will be discussed in the confidential section of this meeting.
Horopaki
Context
10. Section 98 of the Local Government Act 2002 requires Auckland Council to prepare, adopt and publish an annual report and a summary annual report within 4 months following the financial year end.

11. As an issuer of debt on the New Zealand Exchange (NZX), Auckland Council is subject to the NZX listing rules. This requires the release of unaudited group primary financial statements and commentary on changes from the prior year, within 60 days of the financial year end. In addition, the NZX listing rules require the audited annual report to be released no later than 3 months from the financial year end.

12. The draft annual reports detail the activities and performance of the Auckland Council Group. It includes performance results for the council against planned levels of performance set in year one of the amended 10-year Budget 2018-2028. The summary annual report presents the major matters dealt with in the annual report.

13. The draft annual reports cover all activities of the council, council-controlled organisations, subsidiaries, joint ventures and associated entities.

14. The draft annual reports consist of three separate volumes and a summary:
   - Volume 1: Overview and service performance
   - Volume 2: Local boards
   - Volume 3: Financial statements
   - Summary annual report

15. The draft annual reports have been audited by Audit New Zealand on behalf of the Deputy Auditor-General.

Tātaritanga me ngā tohutohu
Analysis and advice
Finalisation and approval process
16. The unaudited Auckland Council Group 2018/2019 primary financial statements and commentary were released via the NZX on 29 August 2019 following recommendations and approvals by the Audit and Risk Committee, the Finance and Performance Committee chair and deputy chair under delegation, the chief executive and the mayor.

17. Following the preliminary NZX release, the annual reports and the audit have been completed.

18. On 12 September 2019 the Audit and Risk Committee reviewed the draft annual reports, as well as the council’s process and controls undertaken to prepare them. The committee received feedback on the audit from Audit New Zealand and the Deputy Auditor-General and made a recommendation for adoption of the draft annual reports (Attachment A).

19. On 17 September 2019 the Finance and Performance Committee noted the recommendation from the Audit and Risk Committee relating to the draft annual reports. The Finance and Performance Committee reviewed and confirmed that the draft annual reports fairly reflected the financial and operating performance, financial position and cash flows of the group (Attachment B).

20. Since these meetings, the draft annual reports have undergone final editing and review by council staff and Audit New Zealand.
Ngā whakaaweawe me ngā tirohanga a te rōpū Kaunihera
Council group impacts and views
21. The draft annual reports reflect the results of the group for the year ended 30 June 2019. The council-controlled organisations are involved in the preparation of this information.

Ngā whakaaweawe ā-rohe me ngā tirohanga a te poari ā-rohe
Local impacts and local board views
22. The draft annual report Volume 2: Local Boards, includes a section featuring the achievements in each local board area. Local boards were engaged to collect and review this information and each chair has prepared a message which is included in their respective report.

Tauākī whakaaweawe Māori
Māori impact statement
23. The draft annual reports cover all aspects of the group’s governance and public accountability. This includes information on the group’s contribution to outcomes for Māori, the role of the Independent Māori Statutory Board and the council’s Te Waka Angamua - Māori Strategy and Relations department.

Ngā ritenga ā-pūtea
Financial implications
24. There are no financial implications directly arising from the information contained in the report.

Ngā raru tūpono me ngā whakamaurutanga
Risks and mitigations
25. The following risks and mitigations have been identified:

<table>
<thead>
<tr>
<th>Risk</th>
<th>Mitigation</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Breach of confidentiality</strong></td>
<td>• All Auckland Council, CCO and Ports of Auckland Limited (POAL) employees who are involved in the preparation and review of the annual reports have been briefed on confidentiality requirements, and the timing of release of information that is included in the annual reports.</td>
</tr>
<tr>
<td>The information contained within the annual reports may be released to the public prior to its release to the NZX.</td>
<td></td>
</tr>
<tr>
<td><strong>Events subsequent to balance date may not be disclosed</strong></td>
<td>• The group financial controller has formally requested council management, CCOs and POAL confirm whether there are any events subsequent to balance date which might require disclosure.</td>
</tr>
<tr>
<td>Significant events may occur between the balance date and approval date and might not be known to the preparers of the annual report, thus go undisclosed.</td>
<td>• CCO and POAL statutory financial statements have been reviewed for disclosure of subsequent events.</td>
</tr>
</tbody>
</table>
Risk | Mitigation
--- | ---
**Delay in issue of audit report**
There may be a delay in issuing of the audit report due to unresolved audit matters. At the time of writing this report we were awaiting clearance on various final changes to the financial statements and annual report wording.
The council's Financial Control and Corporate & Local Board Performance units have been working with Audit New Zealand to address technical issues early, however some matters cannot be cleared by Audit New Zealand until they have audited the relevant information.

**Ngā koringa ā-muri**

**Next steps**
26. Following adoption by the Governing Body, and the issue of the audit opinion by the Deputy Auditor-General, the annual reports will be released to the New Zealand Exchange and published on our website. Printed copies will be made available at libraries and service centres.

**Ngā tāpirihanga**

**Attachments**

<table>
<thead>
<tr>
<th>No.</th>
<th>Title</th>
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<tbody>
<tr>
<td>A</td>
<td>Resolutions from the Audit and Risk Committee on 12 September 2019</td>
</tr>
<tr>
<td>B</td>
<td>Resolutions from the Finance and Performance Committee on 17 September 2019</td>
</tr>
</tbody>
</table>

**Ngā kaihaina**

**Signatories**

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
</table>
| Authors | Tracy Gers - Group Accounting and Reporting Manager  
Francis Caetano - Group Financial Controller |
| Authorisers | Kevin Ramsay - General Manager Corporate Finance and Property  
Matthew Walker - Group Chief Financial Officer  
Stephen Town - Chief Executive |
Resolutions from the Audit and Risk Committee, 12 September 2019


Resolution number AUD/2019/56

MOVED by Chairperson S Sheldon, seconded by Member B Robertson:

That the Audit and Risk Committee:

a) note that there are no significant outstanding issues relating to the audit and process for the preparation of the Auckland Council Annual Report 2018/2019 and the Auckland Council Summary Annual Report 2018/2019

b) note the draft Auckland Council Annual Report 2018/2019 and the draft Auckland Council Summary Annual Report 2018/2019 will be discussed later in this meeting in confidence.

CARRIED
Resolution from the Finance and Performance Committee, 17 September 2019

8 Preparation of the Auckland Council Group's draft annual reports and reporting of performance information for the 2018/2019 financial year

Resolution number FIN/2019/101

MOVED by Deputy Chairperson D Simpson, seconded by Deputy Mayor BC Cashmore:

That the Finance and Performance Committee:

a) note the confirmation by the Audit and Risk Committee that the audit process in respect of the Auckland Council Annual Report 2018/2019 and the Auckland Council Summary Annual Report 2018/2019 has been completed satisfactorily

b) note the draft Auckland Council Annual Report 2018/2019, the draft Auckland Council Summary Annual Report 2018/2019 and the quarterly performance of the Auckland Council Group will be discussed in the confidential section of this meeting.

CARRIED
Summary of Governing Body and Committee information memoranda and briefings - 26 September 2019 including the Governing Body Forward Work Programme

File No.: CP2019/13376

Te take mō te pūrongo
Purpose of the report
1. To note the progress on the forward work programme appended as Attachment A.
2. To receive a summary and provide a public record of memoranda or briefing papers that may have been distributed to Governing Body members or its committees.

Whakarāpopototanga matua
Executive summary
3. This is a regular information-only report which aims to provide greater visibility of information circulated to Governing Body members via memoranda/briefings or other means, where no decisions are required.
4. Any information circulated to other committee’s and their members after the last ordinary meeting of those committees has also been included.
5. The following memos were circulated to members of the Governing Body:

<table>
<thead>
<tr>
<th>Date</th>
<th>Subject</th>
</tr>
</thead>
<tbody>
<tr>
<td>10/9/19</td>
<td>Written briefing in lieu of August 2019 Watercare Governing Body workshop</td>
</tr>
<tr>
<td>16/9/19</td>
<td>Quality Advice progress and achievements (May 2017 – August 2019)</td>
</tr>
<tr>
<td>16/9/19</td>
<td>America’s Cup Update</td>
</tr>
<tr>
<td>19/9/19</td>
<td>2016-2019 Sector Advisory Panel Evaluation</td>
</tr>
</tbody>
</table>

6. The following memos were circulated to members of other committees following the last ordinary meeting:

<table>
<thead>
<tr>
<th>Date</th>
<th>Committee</th>
<th>Subject</th>
</tr>
</thead>
<tbody>
<tr>
<td>30/8/19</td>
<td>Planning</td>
<td>National Policy Statement on Highly Productive Land</td>
</tr>
<tr>
<td>30/8/19</td>
<td>Planning</td>
<td>National Policy Statement on Urban Development</td>
</tr>
<tr>
<td>6/9/19</td>
<td>Regulatory</td>
<td>Appeals Report for September 2019</td>
</tr>
<tr>
<td>9/9/19</td>
<td>Planning</td>
<td>Submission on Central Government’s Essential Freshwater package</td>
</tr>
</tbody>
</table>
7. The following workshops/briefings have taken place for other committees following the last ordinary meeting:

<table>
<thead>
<tr>
<th>Date</th>
<th>Committee</th>
<th>Workshop/Briefing</th>
</tr>
</thead>
<tbody>
<tr>
<td>21/8/19</td>
<td>Planning</td>
<td>Roads and Streets Framework Review</td>
</tr>
<tr>
<td>5/9/19</td>
<td>Appointments, Performance Review</td>
<td>Value for Money Programme – end of Council term status review CONFIDENTIAL</td>
</tr>
<tr>
<td></td>
<td>and Value for Money</td>
<td></td>
</tr>
<tr>
<td>19/9/19</td>
<td>Planning</td>
<td>Highly Productive Land, Urban Development and Freshwater</td>
</tr>
<tr>
<td>20/9/19</td>
<td>Planning</td>
<td>City Centre to Mangere Light Rail Project Update CONFIDENTIAL</td>
</tr>
</tbody>
</table>

8. This document can be found on the Auckland Council website, at the following link:

http://infocouncil.aucklandcouncil.govt.nz/

○ at the top left of the page, select meeting/Te hui “Governing Body” from the drop-down tab and click “View”;
○ under ‘Attachments’, select either the HTML or PDF version of the document entitled ‘Extra Attachments’.

9. Note that, unlike an agenda report, staff will not be present to answer questions about the items referred to in this summary. Governing Body members should direct any questions to the authors.

Ngā tūtohunga
Recommendation/s

That the Governing Body:

a) note the progress on the forward work programme appended as Attachment A of the agenda report

b) receive the Summary of Governing Body and other committee information memoranda and briefings – 26 September 2019.
Ngā tāpirihanga

Attachments

<table>
<thead>
<tr>
<th>No.</th>
<th>Title</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>Forward Work Programme</td>
<td></td>
</tr>
<tr>
<td>B</td>
<td>Written briefing in lieu of August 2019 Watercare Governing Body workshop (Under Separate Cover)</td>
<td></td>
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<tr>
<td>C</td>
<td>America’s Cup Update (Under Separate Cover)</td>
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<td>D</td>
<td>2016-2019 Sector Advisory Panel Evaluation (Under Separate Cover)</td>
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<td>E</td>
<td>Quality Advice progress and achievements (May 2017 – August 2019) (Under Separate Cover)</td>
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<td>F</td>
<td>Memo - Planning Committee: National Policy Statement on Highly Productive Land (Under Separate Cover)</td>
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<td>Memo - Planning Committee: National Policy Statement on Urban Development (Under Separate Cover)</td>
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<td>H</td>
<td>Status Report - Regulatory Committee: Appeals Report for September 2019 (Under Separate Cover)</td>
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<td>I</td>
<td>Submission on Central Government’s Essential Freshwater package (Under Separate Cover)</td>
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<td>K</td>
<td>Workshop - Planning Committee: 21/8/19 - Roads and Streets Framework Review (Under Separate Cover)</td>
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<tr>
<td>L</td>
<td>Workshop - Planning Committee: 19/9/19 - Highly Productive Land, Urban Development and Freshwater (Under Separate Cover)</td>
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</table>

Ngā kaihaina

Signatories

<table>
<thead>
<tr>
<th>Author</th>
<th>Sarndra O'Toole - Team Leader Governance Advisors</th>
</tr>
</thead>
<tbody>
<tr>
<td>Authoriser</td>
<td>Stephen Town - Chief Executive</td>
</tr>
</tbody>
</table>
The Governing Body deals with strategy and policy decision-making that relates to the environmental, social, economic and cultural activities of Auckland as well as matters that are not the responsibility of another committee.

The Mayor may require any matter that would otherwise be reported to a committee, to be reported to the Governing Body. If that matter is already on a published agenda for a committee meeting, that meeting will not consider that matter unless invited by the mayor to make a recommendation to the Governing Body.

<table>
<thead>
<tr>
<th>Lead</th>
<th>Area of work</th>
<th>Reason for work</th>
<th>Governing Body role (decision or direction)</th>
<th>Budget/ Funding</th>
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</thead>
<tbody>
<tr>
<td>Chief Operating Office</td>
<td>Americas Cup 2021</td>
<td>Location, infrastructure and funding</td>
<td><strong>Approve</strong> preferred location</td>
<td>Q4</td>
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<td></td>
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<td><strong>Agree</strong> strategy for progressing resource consent applications</td>
<td>Q1</td>
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<td><strong>Progress to Date:</strong></td>
<td>Q2</td>
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<td></td>
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<td></td>
<td>Report considered 14/12/17 and approval of Wynyard Basin option GB/2017/172 and agreed single hearing process through direct referral</td>
<td>Q3</td>
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<td></td>
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<td></td>
<td>Report and revised decision and approval of Wynyard Hobson proposal 29/3/18 GB/2018/63</td>
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<td>Workshop – 6/12/18</td>
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<td>Report and decision on additional funding 6/12/18 GB/2018/199</td>
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<tr>
<td>Chief Executive’s Performance Objectives</td>
<td></td>
<td>The Appointments, Performance Review and Value for Money Committee has the delegation to set performance objectives. The Governing Body must then consider the recommendations and make a decision.</td>
<td><strong>Approve</strong> performance objectives.</td>
<td>Q4</td>
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<td><strong>Progress to Date:</strong></td>
<td>Q1</td>
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<td>Recommendations considered 22/11/18 in confidential, open decision GB/2018/195</td>
<td>Q2</td>
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<td>Q3</td>
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<tr>
<td>City Rail Link</td>
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<td>Construction of the City Rail Link in the central city</td>
<td><strong>Approve</strong> City Rail Link Heads of Agreement</td>
<td>Q4</td>
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<td><strong>Approve</strong> matters association with City Rail Link</td>
<td>Q1</td>
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<td><strong>Note</strong> any matters raised by the Audit and Risk Committee about the project</td>
<td>Q2</td>
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<td><strong>Progress to Date:</strong></td>
<td>Q3</td>
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<td>Heads of Agreement approved 14/9/16 Conf</td>
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<td>Appoint chair of City Rail Link 15/12/16 Conf</td>
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<tr>
<td>Item 14</td>
<td>Lead</td>
<td>Area of work</td>
<td>Reason for work</td>
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<td></td>
<td>Chief Financial Office</td>
<td>Annual Report</td>
<td>Statutory requirement</td>
<td>Adopt Annual Report</td>
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<td></td>
<td>Governance</td>
<td>Review of Code of Conduct</td>
<td>The experience of working with the current Code of Conduct indicates that it could be further improved. In particular, it could be clearer about complaint, investigation and resolution processes, as well as available sanctions</td>
<td>Adopt new Elected Members Code of Conduct</td>
</tr>
<tr>
<td></td>
<td>Mayoral Office Governance</td>
<td>Terms of Reference</td>
<td>The Terms of Reference enables the governing Body to delegate to committees those power necessary for them to carry out their responsibilities to the most efficient and effective levels. Any changes to the Terms of Reference must be done by the Governing Body.</td>
<td>Adopt the Terms of Reference</td>
</tr>
<tr>
<td></td>
<td>Governance</td>
<td>Standing Orders</td>
<td>Statutory requirement under the Local Government Act 2002, Schedule 7, clause 27 Originally adopted 16/12/2010</td>
<td>Amend standing orders</td>
</tr>
</tbody>
</table>

Note sponsors agreement and establishment of new entity City Rail Link Limited 29/6/17 Conf Report confirming role of Audit and Risk Committee 25/10/18 GB/2018/175 Report on funding commitment 2/5/19 GB/2019/33 Conf Report Shareholder approval of major transaction 27/6/19 Decision only released GB/2019/64

Report to amend 2/5/19 GB/2019/37
<table>
<thead>
<tr>
<th>Lead</th>
<th>Area of work</th>
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<td>Approve objectives as basis of review</td>
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<td>Approve scope and timing</td>
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<td><strong>Progress to Date:</strong></td>
<td>Within timelines and budgets</td>
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<td>Approve objectives, scope and timing 23/2/17</td>
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<td><strong>Memorandum:</strong> 9/4/18 to councillors with an update</td>
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</table>
| Governance | Accountability Review of council-controlled organisations | The accountability review are to increase the accountability and value for money of CCOs by:  
• increasing the transparency of CCO decision-making  
• increasing the responsiveness of CCOs to the public and council  
• improving the recognition of ratepayer funding for CCO activity  
• increasing the ability to align CCOs to the direction set by the council. Reporting on a quarterly basis | Q4 | Q1 |
|            |              |                 | Q2 | Q3 |
| Co-governance | Tūpuna Maunga o Tāmaki Makaurau Operations Plan | Section 60 of Ngā Mana Whenua o Tāmaki Makaurau Collective Redress Act 2014 requires the Tūpuna Maunga o Tāmaki Makaurau Authority (Tūpuna Maunga Authority) and Auckland Council to annually agree an operational plan as part of the annual or long-term plan process.  
This requires the council to consult on a summary of the Draft Tūpuna Maunga o Tāmaki Makaurau Operational Plan (the Draft Tūpuna Maunga Plan).  
The Governing Body is also required to adopt the final plan. | **Adopt** Operational Plan and summary | Q4 | Q1 |
<p>|            |              |                 | Q2 | Q3 |
| People and Performance | Health, Safety and Wellbeing | The Governing Body has the role of the person or organisation conducting a business or undertaking. | <strong>Receive</strong> the quarterly Health, Safety and Wellbeing Report | Q4 | Q1 |
|            |              |                 | Q2 | Q3 |</p>
<table>
<thead>
<tr>
<th>Item 14</th>
<th>Lead</th>
<th>Area of work</th>
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<th>Budget/ Funding</th>
<th>Expected timeframes if known</th>
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<td>Social Policy and Bylaws</td>
<td>Solid Waste Bylaw Review</td>
<td>Legislative requirement to review the bylaw and policy after five years.</td>
<td>Approve statement of proposal # Make/Amend/Revoke the bylaw. *public notification is required for bylaw reviews even if no change to the bylaw is recommended.</td>
<td>Within current baselines.</td>
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<td></td>
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<td>Social Policy and Bylaws</td>
<td>Signage Bylaw Review</td>
<td>Legislative requirement to review the bylaw and policy after five years.</td>
<td>Approve statement of proposal # Make/Amend/Revoke the bylaw. *public notification is required for bylaw reviews even if no change to the bylaw is recommended.</td>
<td>Within current baselines.</td>
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<td>Social Policy and Bylaws</td>
<td>Alcohol Control Bylaw Review</td>
<td>Legislative requirement to review the bylaw and policy after five years.</td>
<td>Approve statement of proposal # Make/Amend/Revoke the bylaw. *public notification is required for bylaw reviews even if no change to the bylaw is recommended.</td>
<td>Within current baselines.</td>
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<td>Social Policy and Bylaws</td>
<td>Cemeteries and Crematoria Bylaw Review</td>
<td>Legislative requirement to review the bylaw and policy after five years.</td>
<td>Approve statement of proposal # Make/Amend/Revoke the bylaw. *public notification is required for bylaw reviews even if no change to the bylaw is recommended.</td>
<td>Within current baselines.</td>
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<tr>
<td></td>
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<td>Social Policy and Bylaws</td>
<td>Freedom Camping</td>
<td>Explore the need for and options for regulating freedom camping in Auckland Regulatory response may be required following completion of research and pilot</td>
<td>If regulatory response required: Approve statement of proposal Make the bylaw</td>
<td>Review is within current baselines.</td>
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<td>Mayoral Office</td>
<td>Mayoral Housing Taskforce Steering Group</td>
<td>Oversee the progress and implementation of the June 2017 Mayoral Housing Taskforce report.</td>
<td>Setup, agree and approve membership of group</td>
<td>Q4</td>
<td>Q1</td>
<td>Q2</td>
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<tr>
<td>Governance</td>
<td>Auckland Council Top Risk Register</td>
<td>The Audit and Risk Committee will refer the risk register to the Governing Body every quarter.</td>
<td>Note the top risk register and risk heat map</td>
<td>Q4</td>
<td>Q1</td>
<td>Q2</td>
</tr>
<tr>
<td>Governance</td>
<td>Te Tiriti o Waitangi / Treaty of Waitangi</td>
<td>The Crown negotiates settlements with iwi on a confidential basis and from time to time invites Council to express its views. The Te Tiriti o Waitangi / Treaty of Waitangi Settlement Working party is accountable to the Governing Body and reports its findings to the Governing Body.</td>
<td>Approve submissions to the Crown as and when required</td>
<td>Q4</td>
<td>Q1</td>
<td>Q2</td>
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<tr>
<td>Finance</td>
<td>Value for Money Reviews (s17A)</td>
<td>Required under section 17A of the Local Government Act 2002</td>
<td>Approve terms of reference for reviews</td>
<td>Within current baselines.</td>
<td>Q4</td>
<td>Q1</td>
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<tr>
<td>Item 14</td>
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<td>Group Procurement <a href="#">Report</a> 27/6/18 decision GB/2018/98</td>
<td>FY18/19 Apr-Jun</td>
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<td>Group Financial Services <a href="#">Report</a> 27/9/18 decision GB/2018/146</td>
<td>FY18/19 Jul-Sep</td>
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<td>Legal and Risk Management <a href="#">Report</a> 22/11/18 decision GB/2018/189</td>
<td>FY18/19 Oct-Dec</td>
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<td>Customer Services <a href="#">Report</a> 2/5/19 decision GB/2019/36</td>
<td>FY18/19</td>
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<td>Finance Review <a href="#">Report</a> 27/6/19 decision GB/2019/60</td>
<td>FY18/19</td>
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<td>FY19/20 Apr-Jun</td>
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<td>FY19/20 Jul-Sep</td>
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<td>FY19/20 Oct-Dec</td>
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<td>FY19/20 Jan-Mar</td>
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<td>Detailed Decisions</td>
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| Governance          | 2018 Local Government New Zealand Conference and Annual General Meeting       | **Appoint** presiding delegate to Annual General Meeting  
**Appoint** three other delegates to Annual General Meeting  
**Approve** councillors to attend conference | **Report** was considered 22/3/18  
Approved the above **GB/2018/47**                                                                              |
| People and Performance | Remuneration Policy                                                           | **Approve** the change to the policy.                                                                         | **Report** considered 22/3/18  
Approved 22/3/18 **GB/2018/42**                                                                                       |
| Chief Planning Office | Auckland Plan Refresh                                                          | **Approve** refresh of Auckland Plan                                                                         | Various workshops throughout 2017/2018  
Adopted summary information 21/2/18 **GB/2018/25**  
Adopted by Planning Committee 6/5/18 **PLA/2018/62**                                                             |
| Chief Financial Office | Long-term Plan 2018-2028                                                      | **Adopt** consultation document and supporting material  
**Adopt** Long Term Plan and set rates                                                                            | Various workshops throughout 2017/2018  
Adopted consultation document and supporting material 21/2/18 **GB/2018/24**  
Agree recommendation for adoption 31/5/18 **GB/2018/91**  
Adoption report 28/6/18 **GB/2018/108**                                                                    |
| Chief Financial Office | Regional Fuel Tax Proposal                                                   | **Approve** a Regional Fuel Tax for Auckland                                                                  | Approved 31/5/18 **GB/2018/90**                                                    |
| Governance           | Advisory Panels                                                               | **Approve** appointments to advisory panels                                                                  | Initial appointments to demographic panels 23/3/17 Conf  
Appointments to the Youth Advisory Panel 25/5/17 Conf  
Replacement members appointed to Youth Advisory Panel 22/3/18 Conf                                                  |
| People and Performance | Chief Executive’s Employment Review Process                                   | **Approve** performance objectives  
**Agree** to the review of the chief executive performance before 30 June 2018  
**Delegate** the review if desired  
**Decision** on chief executives contract                                                                    | **Objectives** approved and released 23/11/17 **GB/2017/153**  
**Process** approved 19/4/18 **GB/2018/71**  
Re-appointment confirmed 27/6/18 **GB/2018/103**                                                                 |
| Governance           | Independent Maori Statutory Board funding                                     | **Approve** 2018/2019 funding agreement                                                                     | **Report** received 27/6/18 and funding approved **GB/2018/94**                     |
| Governance           | Te Tiriti o Waitangi / Treaty of Waitangi                                      | **Approve** submissions to the Crown as and when required  
**Approve** establishment and on-going implementation of co-management and other governance arrangements | **Submission** on Point England Development Enabling Bill 23/2/17 **GB/2017/8**  
**Submission** on Ngāti Tamaoho Claims Settlements Bill 27/7/17 **GB/2017/85**  
**Submission** on Ngāti Tai ki Tāmaki Claims Settlement Bill 22/2/18 **GB/2018/36**  
Open Report on Maungauika – transfer of administration 27/6/18 **GB/2018/97** |
<table>
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<tr>
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<th>Area of work</th>
<th>Governing Body role (decision or direction)</th>
<th>Detailed Decisions</th>
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<tbody>
<tr>
<td>Mayoral Office Governance</td>
<td>Terms of Reference</td>
<td>Adopt the Terms of Reference</td>
<td>Initial adoption 1/11/16 GB/2018/237</td>
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<td>Adopt changes to Terms of Reference</td>
<td>Review report 14/12/17 GB/2017/177</td>
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<td>Review after by-election 22/3/17 GB/2018/57</td>
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<td>Amend Appointments, Performance Review and Value for Money 19/4/19 GB/2018/71</td>
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<tr>
<td>People and Performance</td>
<td>Health, Safety and Wellbeing</td>
<td>Receive the quarterly Health, Safety and Wellbeing Report</td>
<td>March 2018 report received GB/2018/55</td>
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<td>June 2018 report received GB/2018/119</td>
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<tr>
<td>Governance</td>
<td>Accountability Review of council-controlled organisations</td>
<td>Approve objectives as basis of review</td>
<td>Approve objectives, scope and timing 23/2/17 GB/2017/17</td>
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<td>Approve scope and timing</td>
<td>Memorandum 9/4/18 to councillors with an update</td>
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<tr>
<td>Governance</td>
<td>Representation Review</td>
<td>Approve the process for conducting the review of representation arrangements</td>
<td>Report and approval of process 14/12/17 GB/2017/175</td>
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<td>Approve final decision</td>
<td>Workshop – 16 October 2018</td>
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<td>Recommendations report 18/10/18 and decision GB/2018/157-165</td>
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<td>Social Policy and Bylaws</td>
<td>On-site Wastewater Bylaw</td>
<td>Approve statement of proposal #</td>
<td>Approve the statement of proposal 26/7/18 GB/2018/121</td>
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<td>Make/Amend/Revoke the bylaw.</td>
<td>Hearing Panel report 25/10/18 and decision GB/2018/174</td>
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<td>*public notification is required for bylaw reviews even if no change to the bylaw is recommended.</td>
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<td>Agree extension until new policy in place 27/6/18 GB/2018/96</td>
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<td>Workshop – 15/10/18</td>
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<td>Report for consultation 18/10/18 GB/2018/166</td>
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<td>Stakeholder Submissions Workshop – 23/11/18</td>
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<td>Feedback Session – 28/11/18</td>
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<td>Workshops – 29/11/18 and 6/12/18</td>
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<td>Report on feedback and adoption 13/12/18 GB/2018/206</td>
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<td>Social Policy and Bylaws</td>
<td>Health and Hygiene Bylaw</td>
<td>Approve statement of proposal #</td>
<td>Approve the statement of proposal 26/7/18 GB/2018/120</td>
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<td>Make/Amend/Revoke the bylaw.</td>
<td>Hearing Panel report and confirm the bylaw 22/11/18 GB/2018/187</td>
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<td>Social Policy and Bylaws</td>
<td>Public Safety and Nuisance Bylaw Review</td>
<td>Approve statement of proposal. #</td>
<td>Report to Approve the statement of proposal 27/9/18 GB/2018/148</td>
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<td></td>
<td>Make/Amend/Revoke the bylaw.</td>
<td>Panel report to approve bylaw 28/3/19 GB/2018/22</td>
</tr>
<tr>
<td></td>
<td></td>
<td>#public notification is required for bylaw reviews even if no change to the bylaw is recommended. Length of time required to draft the statement of proposal will depend on the scope of amendments requested following the review findings.</td>
<td></td>
</tr>
<tr>
<td>Lead</td>
<td>Area of work</td>
<td>Governing Body role (decision or direction)</td>
<td>Detailed Decisions</td>
</tr>
<tr>
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</tr>
</tbody>
</table>
| Governance           | 2019 Local Government New Zealand Conference and Annual General Meeting       | Appoint presiding delegate to Annual General Meeting  
Appoint three other delegates to Annual General Meeting  
Approve councillors to attend conference                                      | Report to appoint delegates and approve attendance 28/3/19 GB/2019/25                  |
| Governance           | Advisory Panels                                                               | Approve appointments to advisory panels                                                                   | Replacement members appointed to Youth Advisory Panel open process report 25/10/18 GB/2018/177 decision made in confidential |
Approve Annual Budget                                                           | Public Consultation 13/12/18 GB/2018/205  
Adoption of consultation material 13/2/19 GB/2019/2 & GB/2019/3  
Decision-making meeting 22/5/19 GB/2019/40  
Final adoption 20/6/19 GB/2019/56                                             |
| Governance           | Independent Māori Statutory Board funding                                    | Approve 2019/2020 funding agreement                                                                     | Report on funding 2/5/19 and funding approval GB/2019/35                          |
| Social Policy and Bylaws | Trade Waste Bylaw Review                                                                 | Approve statement of proposal  
Make/Amend/Revoke the bylaw.                                                      | Report to Approve the statement of proposal 28/3/19 GB/2019/23  
Hearings Panel Report 25/7/19 and adopt amended bylaw and waste control GB/2019/72 |
| Social Policy and Bylaws | Dog management Bylaw and Policy on Dogs                                       | Approve statement of proposal  
Make/Amend/Revoke the bylaw.                                                      | Report to Approve the statement of proposal 28/2/19 GB/2019/15  
Hearings Panel Report 25/7/19 and adopt amended policy and bylaw GB/2019/71     |
Valedictory Speeches

File No.: CP2019/09434

Te take mō te pūrongo
Purpose of the report
1. This is an opportunity for Councillors Penny Hulse and Sir John Walker to give their valedictory speeches as they have chosen not to stand for re-election to the Governing Body in the 2019 Local Government elections.

Whakarāpopototanga matua
Executive summary
2. Valedictory speeches will be in the following order:
   a) Councillor Penny Hulse
   b) Councillor Sir John Walker

Ngā tūtohunga
Recommendation/s
That the Governing Body:

a) receive the valedictory speeches from Councillors Penny Hulse and Sir John Walker, wish them all the best for their future endeavours and thank them for their hard work and contribution to local government in Auckland and in particular to the 2010 – 2019 terms of Auckland Council.

Ngā tāpirihanga
Attachments
There are no attachments for this report.

Ngā kaihaina
Signatories

<table>
<thead>
<tr>
<th>Author</th>
<th>Sarandra O'Toole - Team Leader Governance Advisors</th>
</tr>
</thead>
<tbody>
<tr>
<td>Authoriser</td>
<td>Stephen Town - Chief Executive</td>
</tr>
</tbody>
</table>
Exclusion of the Public: Local Government Official Information and Meetings Act 1987

That the Governing Body

a) exclude the public from the following part(s) of the proceedings of this meeting.

The general subject of each matter to be considered while the public is excluded, the reason for passing this resolution in relation to each matter, and the specific grounds under section 48(1) of the Local Government Official Information and Meetings Act 1987 for the passing of this resolution follows.

This resolution is made in reliance on section 48(1)(a) of the Local Government Official Information and Meetings Act 1987 and the particular interest or interests protected by section 6 or section 7 of that Act which would be prejudiced by the holding of the whole or relevant part of the proceedings of the meeting in public, as follows:


<table>
<thead>
<tr>
<th>Reason for passing this resolution in relation to each matter</th>
<th>Particular interest(s) protected (where applicable)</th>
<th>Ground(s) under section 48(1) for the passing of this resolution</th>
</tr>
</thead>
<tbody>
<tr>
<td>The public conduct of the part of the meeting would be likely to result in the disclosure of information for which good reason for withholding exists under section 7.</td>
<td>s7(2)(h) - The withholding of the information is necessary to enable the local authority to carry out, without prejudice or disadvantage, commercial activities. In particular, the report contains information that relates to the Auckland Council Group Annual Report 2018/2019 which may only be made public following its release to the New Zealand Exchange.</td>
<td>s48(1)(a) The public conduct of the part of the meeting would be likely to result in the disclosure of information for which good reason for withholding exists under section 7.</td>
</tr>
</tbody>
</table>

C2 Office of the Auditor-General briefing

<table>
<thead>
<tr>
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<th>Ground(s) under section 48(1) for the passing of this resolution</th>
</tr>
</thead>
<tbody>
<tr>
<td>The public conduct of the part of the meeting would be likely to result in the disclosure of information for which good reason for withholding exists under section 7.</td>
<td>s7(2)(h) - The withholding of the information is necessary to enable the local authority to carry out, without prejudice or disadvantage, commercial activities. In particular, the report contains detailed financial adjustments, assumptions and judgements that have impact on the financial results of the Auckland Council group as at 30 June 2019 that require final Audit New Zealand sign-off and released to the New Zealand Exchange.</td>
<td>s48(1)(a) The public conduct of the part of the meeting would be likely to result in the disclosure of information for which good reason for withholding exists under section 7.</td>
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</tbody>
</table>