

Council Controlled Organisation Review Implementation Update

For decision:

For noting:

Te tūhunga / Recommendation

That the Auckland Transport Board (board):

- a) notes the following update on implementation of the recommendations from the Review of Auckland Council's Controlled Organisations.

Te whakarāpopototanga matua / Executive summary

1. 12 months following submission of the report of the independent panel for the Review of Auckland Council's Controlled Organisations (CCOs), good progress has been made across the CCO whānau to implement the recommendations of the Review. This has relied on collaborative activity across the council group.
2. All recommendations being led by Auckland Transport (AT) on behalf of the group are underway and several have made pleasing progress, delivering to both the specific recommendations themselves as well as the broader intent outlined by the independent panel in their report.

Ngā tuhinga ō mua / Previous deliberations

3. On 9 April 2020, a joint submission was made to the panel by all the CCOs (including AT) on areas of mutual interest and aligned input into the review. Feedback and input into this joint submission was provided by directors.

| Date | Report Title | Key Outcomes |
|---------------|-----------------------|---|
| 22 April 2020 | CCO Review Submission | Approval to establish a board sub-committee of three directors (Adrienne Young-Cooper, Wayne Donnelly and Kylie Clegg) to work with management to complete a final document for submission. |
| 8 May 2020 | CCO Review Submission | Approval of AT's review submission. |

| Date | Report Title | Key Outcomes |
|---|--|---|
| 3 June 2020 | CCO Review Submission | Noted feedback on AT's review submission provided by the independent panel and provided feedback on proposed suggestions from the panel on three key matters. |
| 1 December 2020, 25 February 2021, 29 April 2021, 27 May 2021 | CCO Review Recommendation Implementation Plan updates (as part of the Chief Executive's Report on Confidential Issues) | Noted progress against review recommendations. |

Te horopaki me te tīaroaro rautaki / Context and strategic alignment

4. The CCO review was announced by Mayor Goff in May 2019 and commenced in November of that year. The review was conducted by an independent panel led by chair Miriam Dean, joined by Leigh Auton and Doug Martin.
5. The panel's role was to provide recommendations to the Governing Body to ensure services delivered by the CCOs are efficient and effective and their decision-making has sufficient levels of political oversight, public transparency and accountability.
6. The review focussed on three key areas:
 - a. the CCO model, roles and responsibilities;
 - b. CCO accountability; and
 - c. the culture of CCOs responsiveness to the Council and Aucklanders.
7. A report from the independent panel was submitted to the Governing Body at the end of July 2020. Information for the report was sought through data requests, meetings (with the CCO executives and board members, Councillors, other stakeholders, customers and the general public) and workshops.
8. Of the 64 recommendations identified in the report, there are 8 being led or co-led by AT with 24 recommendations which apply across all or part of the CCO whānau (including AT).

Ngā matapakinga me ngā tātaritanga / Discussion and analysis

9. The table below provides a summary of progress against the 8 recommendations being led by AT on behalf of the CCO whānau.

| Rec no. | CCO Review recommendation | RAG | Commentary |
|---------|--|-------|--|
| 4 | AT and the council jointly prepare the Regional Land Transport Plan (RLTP), the draft of which the council endorses before going to the CCO's board for approval. | Green | The RLTP was endorsed by the Regional Transport Committee on 18 June 2021, the Planning Committee on 24 June 2021 and approved by the board on 28 June 2021. AT and Auckland Council staff worked collaboratively during preparation of the document. |
| 5 | AT and the council form a working group to clearly delineate their bylaw-making powers and formalise the result in a memorandum of understanding. | Green | Council and AT staff have had initial discussions on what is required. Next steps are to agree scope and convene the project team. |
| 6 | AT urgently reviews how it designs, consults on, funds and implements minor capital works, including how it involves local boards in the design of its annual work programme. | Green | Work is progressing following the design sprint to implement the required actions. These include a more efficient approach to early parts of the project pipeline to speed up delivery, the introduction of a strengthened internal project review process led by the Chief Engineer's group and more flexibility to deal with unplanned work. Plans are underway for a further sprint on AT's engagement with local boards. A collaborative design will be undertaken with Rodney and Puketāpapa local boards. |
| 7 | AT and the council explore urgently with the Ministry of Transport and Waka Kotahi New Zealand Transport Agency (Waka Kotahi) how to streamline funding processes. | Green | AT and the council are undertaking discussions with the Ministry of Transport and Waka Kotahi. |
| 16 | Watercare and AT submit their asset management plans and detailed supporting information to the council every year so it can assess how well the plans give effect to its urban growth strategy. | Green | Council is updating the Accountability Policy through the ten-year budget that will require Watercare and AT to submit asset management plans (AMPs) to council annually. AT and Watercare now have a common asset management system which enables improved AMP development, sharing and reporting. |

| Rec no. | CCO Review recommendation | RAG | Commentary |
|---------|--|-------|--|
| 17 | Council, Watercare and AT resolve consent processing delays and if this does not happen, the council assumes responsibility for assessing the water and transport components of consents. | Amber | <p>Council, Watercare and AT staff continue to work collaboratively on the 'Better Consents Journey.' This has investigated key drivers for change, specific problem areas, practices and recommendations for improvement. These centre around three themes – raising the quality of the consenting process, ensuring clarity of role and having clear lines of accountability.</p> <p>The next stage is to identify initiative details and methodology, and establish delivery groups and milestones.</p> <p>An Asset Group Resolution Forum with key leaders and decision-makers from the Council group has been established to resolve complex consent and engineering issues in a face to face, collaborative forum.</p> |
| 18 | The council reaches agreement with Watercare and AT on clear, measurable minimum performance levels expected of them when reviewing consent applications, and establishes a formal mechanism to allow objections to the way both CCOs enforce their codes of practice. | Amber | <p>Measurable performance measures are to be addressed as part of the 'Better Consents Journey' (see recommendation 17).</p> <p>Code of Practice work is underway.</p> |
| 46 | The council, AT and Panuku jointly communicate to the public about urban development and transport infrastructure matters. | Green | <p>A working group of the three communications and engagement leads at Eke Panuku, Auckland Council and AT has been established. Joint engagement and communication has been demonstrated in recent place-based projects.</p> |

Ngā tūraru matua / Key risks and mitigations

10. N/A.

Ngā ritenga-ā-pūtea me ngā rauemi / Financial and resource impacts

11. N/A.

Ngā whaiwhakaaro o te taiao me te panonitanga o te āhuarangi / Environment and climate change considerations

12. N/A.

Ngā reo o mana whenua rātou ko ngā mema pooti, ko ngā roopu kei raro i te maru o te Kaunihera, ko ngā hāpori katoa / Voice of mana whenua, elected members, Council Controlled Organisations, customer and community

13. Reporting is provided at each CCO Oversight Committee meeting on progress against all Review recommendations. This is prepared by Auckland Council staff with input from the CCOs, including AT. CCO Oversight Committee members have the opportunity to question Council staff on activities against any recommendation and answers can be provided directly or in consultation following the meeting with the CCOs.

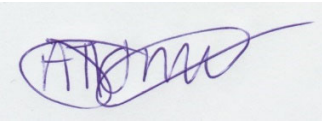
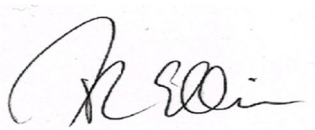
Ngā whaiwhakaaro haumaruru me ngā whaiwhakaaro hauora / Health, safety and wellbeing considerations

14. N/A.

Ā muri ake nei / Next steps

15. Work will continue across all recommendations, with on-going progress reports provided to both the board and Governing Body.

Te pou whenua tuhinga / Document ownership

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|-------------------------------------|---|---|
| Submitted and recommended by | Andrew Downie Governance Lead |  |
| Approved for submission | Shane Ellison Chief Executive |  |