

CCO Review implementation

File No.: CP2022/03500

Te take mō te pūrongo

Purpose of the report

1. To provide a comprehensive overview of implementation of the Council-controlled Organisations (CCO) Review (the Review).

Whakarāpopototanga matua

Executive summary

2. The council group has made substantial progress implementing the Review recommendations and making changes to the CCO model, accountability and group culture.
3. An early achievement was the formation of Auckland Unlimited through the merger of Auckland Tourism, Events and Economic Development and Regional Facilities Auckland in December 2020.
4. Accountability mechanisms have been strengthened through an updated CCO accountability policy, development of a new statement of expectations, and improved process for developing letters of expectations and clearer structures for statements of intent and CCO reporting.
5. New strategies have been developed for water and economic development to guide the work of the group. The exploration of joint management and operation of the four stadiums in Tāmaki Makaurau is well advanced.
6. There has been a fundamental change to the way CCOs work with local boards. New joint engagement plans provide clarity about how local boards can influence CCO projects in their area and are a basis to better integrate planning and communications.
7. Changes have been made to improve public accountability. All statements of intent now include a measure of complaints responsiveness and there has been a concerted effort to improve public consultation and communications locally, supported by the new engagement plans.
8. Group policies are in place for procurement and remuneration. Updated brand guidelines aim to ensure the pōhutukawa logo is used on all council-funded services, activities and facilities.
9. The cultural shift towards greater collaboration and stronger relationships has been achieved by instigating regular meetings of the group chief executives and CCO chairs, and visits between this committee and CCO boards. At a staff level, there is clear guidance when one of the CCOs is coordinating the work of the group in a local area. Practice is being shared across the group to improve services in areas such as asset management and complaints.
10. As a result of the changes instigated by the Review, the leadership of the council group is working more consistently together, including on the response to strategic challenges like the climate crisis and to the financial and operational impacts of COVID-19.
11. Better group collaboration at all levels also means that the council is in a stronger position to represent the needs of Tāmaki Makaurau within the range of government reforms and strategic reviews underway, such as three waters reform, the National Policy Statement on Urban Development, and resource management reform.
12. A high-level review of the implementation programme has been undertaken by the General Manager, Risk and Assurance, which found that the reporting on progress to this committee was accurate and complete and there are no additional known risks to those reported previously.

13. While most recommendations will be fully implemented by June 2022, some major programmes initiated as a result of the Review, such as the Group Shared Services project and Better Faster CCO Consents will extend beyond 2022.
14. The group chief executives will continue to monitor implementation of outstanding recommendations. Those recommendations requiring governance approval will be reported to the relevant governing body committee.

Ngā tūtohunga Recommendations

That the Council Controlled Organisation Oversight Committee:

- a) receive the overview of the implementation programme for the Council-controlled Organisations Review.
- b) note that the Group Chief Executives Forum will continue to monitor implementation of outstanding Review recommendations.

Horopaki Context

15. The Review investigated how effective the CCO model is and whether there were any viable alternatives; whether the council has adequate accountability measures and is using them effectively, as well as accountability to Māori and the public; and CCO culture.
16. The Review observed that CCOs are a significant part of the council business and there is generally good support for the model as right for Auckland. Clear benefits were evident from the CCO model but there was room for improvement.
17. The Review also found that a key accountability failing by the council was the lack of strategic direction given to CCOs.
18. In terms of culture, the Review found little evidence of a group culture and identified a need for greater collaboration across CCOs (and with the council) when working with and responding to the public.
19. The Review made 64 recommendations noting that the recommendations should be considered as a package.
20. The council formally received the independent panel's Review report on 27 August 2020. The governing body agreed the Review recommendations and requested the council and CCOs work together on their implementation ([GB/2020/89](#)).
21. This committee has received regular progress reports on the Review's implementation.
22. Implementation of the Review over the past 18 months has taken a determined effort across the council group, in the context of the emergency budget and managing the complexities of the COVID-19 operational response and staffing impacts.

Tātaritanga me ngā tohutohu Analysis and advice

23. Thirty-five of the 64 recommendations of the Review are now fully implemented. Nearly all the other recommendations are well advanced. Work on the medium-long term urban regeneration programme for Eke Panuku and councillor liaison review are scheduled to get underway by June 2022.
24. Changes to implement the recommendations of the Review and work underway are described below.

Model

25. The Review found that the CCO model remains the right one for Auckland, as it has a focus on strong business disciplines, agile decision-making, operational efficiencies and the application of specialist skills and expertise. The Review made 19 recommendations for improving the model.

Structural change [Recommendation 1]

26. A significant improvement identified in the Review was to merge Auckland Tourism, Events and Economic Development and Regional Facilities Auckland. This reduced the number of substantive CCOs from five to four. The merged entity, Auckland Unlimited, was formed in December 2020 and has provided a platform for a strategic and coordinated approach to the region's cultural institutions and activities, venue management, destination management and economic development. While Auckland Unlimited is still young, benefits emerging include:
- Cost reduction as a result of a single governance and management structure.
 - A more coordinated approach to the attraction, delivery and development of major sporting and cultural events, performances, exhibitions, and business events across the council family.
 - The development of a cultural framework and programme of work for the region's cultural organisations with the aim of increased collaboration, greater collective impact and more effective use of funding.
 - The planned development of a new digital content, engagement and transactional platform which showcases Auckland and supports great online experiences for Aucklanders and visitors across the region (Digital Auckland).

Alignment of regional cultural institutions [Recommendations 2-3]

27. Auckland Unlimited has made significant progress on the Review's recommendations to explore closer alignment with other owners of major regional facilities:
- Auckland Unlimited and Eden Park Trust are working together to explore the joint management and operation of the four stadiums in Tāmaki Makaurau. This committee is being briefed on the workstreams in confidential workshops, with the latest in December 2021 and next planned for May 2022.
 - Auckland Unlimited is exploring with MOTAT how the Review recommendation on bringing MOTAT into Auckland Unlimited might be implemented in practice with the aim to have an approach to share with the council in June 2022.
28. Conversations are at an earlier stage between the council and the Auckland War Memorial Museum on closer alignment. The Rangatira group of governing body and Museum Board members has been focussed to date on discussing levy matters but is potentially a good platform to actively pursue greater strategic collaboration between the council group and the Museum and explore any legislative changes.

Transport decision making and funding [Recommendations 4-7]

29. The Review noted when legislative change in 2013 gave Auckland Transport responsibility for setting the city's transport priorities in the regional land transport plan (RLTP) it left the council in a unique position among local authorities of having no statutory role in developing this transport strategy in its jurisdiction. To address this the council was more closely involved in the development of the 2021 RLTP and the plan was endorsed by the Planning Committee in June 2021 ([PLA/2021/61](#)) before being approved by the Auckland Transport board. There will be further refinements to the way the council collaborates in the development of the RLTP in future iterations.

30. Auckland Transport has undertaken a number of design sprints to speed up development and delivery of small projects, which was highlighted as an issue in the Review. 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 and approval process from subject matter experts led by the Chief Engineer's group, and more flexibility to deal with unplanned work. This is an ongoing improvement programme, with further work underway looking at opportunities in temporary traffic management on construction sites for speeding up delivery and managing the effect on customers.
31. There have been several improvements to streamline transport funding:
 - Waka Kotahi has approved an increase in Auckland Transport's delegated funding to \$15 million. A new Delegated Funding Agreement was signed in August 2021.
 - A Memorandum of Understanding (MOU) has been signed between Auckland Transport and Waka Kotahi to ensure Auckland Transport receives its targeted land transport fund allocation, and for substituting projects if required. The MOU provides an explicit expectation that \$2.508 billion of funding will be provided for Auckland Transport's projects over the 2021-2024 period.
 - The Waka Kotahi Board has also indicated that it supports the proposal for programme-based funding and work is underway within Auckland Transport on the details of work suitable for programme-based funding approvals.
32. A framework has been developed that clarifies roles between Auckland Transport and the council to address the confusion and overlap identified by the Review from both organisations having responsibility for road-related bylaws. This work is currently with Auckland Transport for review.

Eke Panuku model [Recommendations 8-14]

33. Eke Panuku undertook a review of its overheads as part of the Emergency Budget and 10-year Budget 2021-2031, which was peer reviewed by the council's Finance team.
34. Initial work on property ownership and management was completed in May 2021, confirming the role Eke Panuku have managing non-service property on behalf of the council. Community Facilities will lead property acquisitions, disposals and exchanges within the council organisation for open space and community facilities. Scoping the transition of roles is underway and once completed, responsibility for the process to support decision making by elected members on which non-service properties to sell (excluding unlock and transform areas) will transfer from Eke Panuku to the council organisation. Eke Panuku will continue to provide a shared service for disposal transactions.
35. Eke Panuku is working to provide a clearer description of their activities, and links between investments, deliverables and performance targets in its 2022-2025 statement of intent.
36. Council and Eke Panuku will start work on the medium-long term urban regeneration programme in 2022. This work will include how urban regeneration will be funded in the future, and will feed into decision-making in the next 10-year Budget.
37. Council has yet to start work on a property strategy. The CCO review suggested that a property strategy could set principles for buying, managing and selling property and guidance on identifying and prioritising the objectives for different classes of assets.

Watercare model [Recommendations 15-19]

38. The council, working with Watercare, has developed and adopted the Auckland Water Strategy, completed in March 2022 ([ECC/2022/54](#)). Watercare will report quarterly progress towards the strategy's demand targets including per capita demand, smart-meter rollout and network leakage.

39. To improve the coordination of building infrastructure for urban growth across the council group, Watercare and Auckland Transport are providing asset management plan information to council annually. The council is also convening a joint council and CCO Asset Management Community of Practice to coordinate and advance joint asset management planning.
40. A new approach to group risk includes a template for quarterly CCO risk reporting to the Audit and Risk Committee. Reviews and improvements to this template are ongoing. Group risk managers also continue to explore opportunities for an online risk reporting platform. A group approach is being taken to meeting the climate-related financial disclosure reporting standards, which will include assessments using climate scenario analysis, process for managing climate risks across the group and a climate-risk governance assessment.
41. The Better Faster Consents project (CCO) has been established to resolve consent processing delays when input to the process is required by Watercare and Auckland Transport. It will agree clear performance levels for the CCOs and establish a mechanism for objections to the way that codes of practices are applied. An internal qualitative review has been undertaken that identified causes of processing delays and possible solutions. Gathering and sharing data and a collaborative approach between the parties underpin the project.

Accountability

42. Improvements to how council sets direction for CCOs and monitors results have been a major part of the Review implementation programme. The Review made 24 recommendations for improving CCO accountability.

Group strategic planning [Recommendations 20, 33]

43. In response to the Review's call that the council produce strategies that give CCOs more direction, the group has:
 - developed an Economic Development Action Plan, jointly led by Auckland Unlimited and the council, which was approved by the Parks, Arts, Community and Events Committee in July 2021 (PAC/2021/23).
 - completed the Auckland water strategy, approved by the Environment and Climate Change Committee in March 2022 (ECC/2022/54).
44. The work currently underway between Auckland Unlimited and Eden Park Trust to progress a single stadium operator for the region's stadiums will inform the future development of a stadium strategy.
45. The Thriving Town Centres Guidelines endorsed by the Planning Committee ([PLA/2022/33](#)) prepared by Eke Panuku with significant input from the council group, demonstrate collaborative work to support place-based implementation of council strategies.
46. The commissioning and prioritisation of collective strategy and policy for the group has been incorporated into the operating model work programme for Auckland Council which aims to be completed by October 2022 to engage with the new term of council. Scoping of the programme has been completed with regular updates provided to the Group Chief Executives Forum and CCO chairs.

47. The council has the ability to exercise its statutory powers under section 92 of the Local Government (Auckland Council) Act 2009 that a CCO must act consistently with the relevant aspects of any plan or strategy.

Letters of expectation and statements of intent [Recommendations 21, 23]

48. The work to improve group financial planning is ongoing. Changes have been made to how the council's letters of expectation are developed and CCO statements of intent are presented.
- A workshop has been introduced to support the development of letters of expectation between CCO chairs, chief executives and this committee.
 - A new template was jointly developed between council and CCOs for statements of intent with Part 1 providing the strategic overview and Part 2 the annual statement of performance expectations.
 - The group financial position and challenges are discussed regularly at meetings of the group chief executives.

Forward looking reporting [Recommendation 24]

49. Forward looking reporting has been introduced, with CCOs concentrating on emerging risks and developments in first quarter and third quarter reporting.

Statement of expectations [Recommendations 22, 42]

50. The council has used the new legislative mechanisms available under section 64B of the Local Government Act 2002 to set out a statement of expectations (SOE) which was approved by this committee in June 2021 ([CCO/2021/26](#)). The SOE sets out how the Auckland Council group works together, and how CCOs interact with council, statutory obligations and other Auckland Council specific expectations.
51. The SOE makes it clear that CCOs may have commercial and public good objectives. The SOE states that the balance of different objectives of each CCO should be reflected in the statement of intent and agreed with the council.

Relationships [Recommendations 25-32]

52. The Review highlighted that good relationships and regular interactions based on trust and shared goals are key to the effectiveness of formal governance mechanisms and made a number of recommendations to strengthen governance and executive relationships between the council and its CCOs:
- This committee is visiting each CCO annually to better understand its business and culture and to informally build relationships.
 - At the start of the next term of council, elected members will be inducted on the CCO model and councillors will receive induction on their responsibilities as CCO shareholders and their governance role of CCOs as arm's-length organisations.
 - A review of the councillor liaison role will be undertaken by the end of this term of council to identify learnings from these roles over the past two years. The roles were established with a purpose of developing the relationship between the council and each CCO's board, and enhancing the flow of information between the parties.
 - Additional resources have been provided to the council's CCO Governance and External Partnerships Group.
 - A Governance and CCO Partnerships Director position has been created in the council executive team, to foster CCO collaboration and build good working relationships across the group. Phil Wilson was appointed to the role in November 2020.

53. The outstanding relationship work to complete includes updating the no surprises policy with clear guidance for CCOs on passing on information to the council and developing a protocol on information requests between the governing body and CCOs. This will be completed by the end of this term of council.

CCO and local board engagement [Recommendation 34]

54. CCOs and local boards have made substantial progress to improve local engagement, better integrate planning and improve reporting of information from CCOs to local boards on projects in their area. The 21 new local board engagement plans have been created jointly between the four CCOs and involved CCO senior managers at board workshops. Each plan provides one location where:
- all CCOs can see what the others are planning in each local board area
 - names and contacts for each CCO and local board can be shared
 - local boards can highlight projects likely to be of most significance to them.
55. Workshops are now underway to agree content for the 2022-23 joint engagement plans and feedback from boards about the process is overwhelmingly positive.
56. Additional resources have been provided to support improved engagement between local boards and CCOs, and a new reporting framework is in place which brings the four CCOs into closer alignment, while still enabling each CCO its own individuality, and each local board its own local flavour.
57. The work undertaken to date supports the development of an aligned framework to support better communication between CCOs and local communities and ongoing work to better integrate CCO and local board work programme planning.

Board appointments [Recommendation 43]

58. Auckland Council is committed to an inclusive recruitment and selection process for CCO board appointments. Ongoing implementation is through the Appointments and Performance Review Committee. Recent board appointments include directors with strong Māori and Pasifika connections, relevant specialist backgrounds and public sector experience.

Accountability to Māori [Recommendations 35-40, 52]

59. The council has completed the Kia Ora Tāmaki Makaurau - Māori Outcomes Performance Measurement Framework. This was approved by the Parks, Arts, Community and Events Committee in July 2021 ([PAC/2021/24](#)).
60. All CCOs have undertaken work to align their plans that set out commitments to Māori to the new Kia Ora Tāmaki Makaurau Outcomes Framework. Working guidance has been completed for council teams and CCOs on the development of Achieving Māori Outcomes plans. Three CCOs have an outcomes plan in place, with Auckland Transport's plan in progress.
61. All CCOs have included the need to contribute to Māori outcomes in staff position descriptions.
62. The Independent Māori Statutory Board (IMSB) secretariat, Ngā Mātārae (Council's Māori Outcomes team) and Tāmaki Makaurau Mana Whenua Forum secretariat have developed guidance material to explain their respective roles and how staff in CCOs and the council should engage with each. The IMSB has approved its material which is to go on the intranet (Kotahi). The Forum's material will be uploaded once approved.
63. CCO boards are engaging with the Tāmaki Makaurau Mana Whenua Forum and IMSB. The Forum held a hui with the Auckland Unlimited board in November 2021 and the IMSB with the Eke Panuku board in March 2022. The IMSB is to meet with the Auckland Transport board in May 2022 and the Watercare board in June 2022.

64. The group chief executives have initiated a quarterly hui with the Independent Māori Statutory Board Te Pou Whakarae - Chief Executive focused on Māori outcomes.
65. Work is underway towards improving the coordination of engagement with Māori entities across the group and to develop guidance on how CCOs should engage with mataawaka. The CCOs are working collaboratively with Ngā Mātārae on this engagement strategy.

Culture

66. The Review made 21 recommendations concerning group shared values, collaboration, expectations of staff and communications and consultation.

Shared values [Recommendation 44]

67. The current statement of expectations for CCOs includes the common values of building and maintaining a culture of collaboration and active support of hauora/ wellbeing of employees. The next version of the statement of expectations will include the common values and additional expectations of staff and management behaviour that collectively set the tone for the broader culture of all council organisations.

Collaboration [Recommendation 45]

68. Eke Panuku has led work across the group to scope the Terms of Reference for a 'lead agency' role. The Terms of Reference sets out the lead role of Eke Panuku in its priority locations and a list of possible functions of a lead agency in other areas, such as facilitating shared vision and outcomes, information sharing, stakeholder engagement, and joint communications. Proposals for where a lead agency could apply would be brought to the Group Chief Executives Forum for support. Eke Panuku was appointed the lead agency for the implementation of the City Centre Masterplan 2020 by the Planning Committee in November 2021 adding the city centre to the Eke Panuku Waterfront Transform location ([PLA/2021/136](#)). Work is underway on how communications, engagement and consultation in the city centre can be undertaken collaboratively.
69. Eke Panuku and Auckland Transport have established a joint Partnership Steering Group, following a sprint process of Auckland Transport and Eke Panuku staff, to align future work programmes that deliver shared outcomes. The two organisations continue to pilot new ways of working together to facilitate urban regeneration in areas well served by public transport.

Communications and branding [Recommendation 46, 57-58]

70. A working group of the three communications and engagement leads at Eke Panuku, Auckland Council and Auckland Transport has been established. Joint engagement and communication are now embedded through processes and relationships across the communications teams. Joint communications have been demonstrated in recent place-based projects and campaigns.
71. Joint communications have also been supported by the collaborative group wide development of the brand strategy and guidelines. Updated group brand guidelines, to ensure the pōhutukawa logo is used in a clear, consistent and flexible way on all council-funded services, activities and facilities, were approved by this committee in August 2021 ([CCO/2021/32](#)). Council monitors CCO compliance with the guidelines.

Working relationships [Recommendations 41, 47-51]

72. To boost wider collaboration and understanding across the council group:
 - CCO chairs are meeting quarterly to strengthen group relationships and share information and views.
 - CCO chief executives and the council's chief executive are meeting regularly on group wide issues, risks and developments and to oversee the implementation of the Review.

- Regular meetings between the executive teams of council and CCOs have been established.
 - For new staff, Governance Fundamentals modules were launched in October 2021 explaining the Auckland Council and CCO governance model. Modules are hosted on Auckland Council's Learning and Development site, accessible by Auckland Unlimited and Eke Panuku staff and are shared with Auckland Transport and Watercare.
 - A review of CCO chief and senior executives' job descriptions by council's People and Capability is nearly complete. The review is to ensure job descriptions include requirements about collaborating with the council, following council directions and meeting council expectations.
73. The impact of the shift in group culture has been highlighted by Watercare chief executive Jon Lamonte:
- "The outcomes of the CCO Review, supplemented by our own surveys on our relationships with council, have really helped draw the CCOs and council together at all levels, from engaging with the Governing Body in their visits to CCOs, to developing policies like the Auckland Water Strategy, to making practical steps to closer working on common operational issues with Healthy Waters in line with the 17A Review."*
74. Work has not yet been completed in order for Auckland Transport and Watercare staff directories to be shared with Auckland Council, Auckland Unlimited and Eke Panuku on the intranet (Kotahi) and for Auckland Council to share the combined directory back with Auckland Transport and Watercare. An information sharing agreement is being developed between council and Auckland Transport to enable this work.
- Consultation and complaints** [Recommendations 53-56]
75. Local board engagement plans have identified CCO and local board expectations for where public consultation will occur. This will contribute to better alignment of CCO consultation activities and identify areas for public consultation opportunities and determine appropriate joint action as needed. A strong base of collaboration has been developed as a result of the Review recommendations and an increasingly joined-up approach is now considered business as usual. Recent examples include: joint engagement on Manukau Sports Bowl masterplan options by council and Eke Panuku; engagement on the proposed Manukau cycling network by Auckland Transport with support by Eke Panuku; engagement on the Old Papatoetoe masterplan by Eke Panuku and council departments; the cross-group campaign, Auckland's Future in Progress, on the projects transforming Auckland's city centre; and joint public consultation about Roulston Park by Auckland Transport and Franklin Local Board.
76. All statements of intent now include a key performance indicator on complaints. CCOs and council are sharing approaches to complaints management. CCO and council staff have agreed a base template to use for reporting trends and insights on formal complaints to executive lead teams and boards.
77. Work is well advanced on exploring options for Aucklanders to challenge CCO or council decisions and will be reported to an upcoming meeting of this committee.
- Quality of advice** [Recommendations 59-60]
78. Council's quality advice standards are now applied across the council group. Resources have been provided to CCOs to support their own action, council's quality advice training is open to CCO staff to attend and CCOs have also developed training for their staff.
79. The council now includes a selection of Auckland Transport, Auckland Unlimited and Eke Panuku reports among its own selection for external review and feedback by NZIER each year (Watercare do not report). The review charts the progress being made towards providing high quality advice to elected members.

80. Changes are being made to the way elected member satisfaction with council and CCO support is measured. A performance indicator framework is being developed based on the results of a survey of elected members and in-depth interviews and focus groups with elected members and staff in 2021. The key themes to address were published in the report Supporting Effective Governance in Auckland Council in February 2022.

Group policies [Recommendations 61-64]

81. A Group Shared Services project has been initiated between the council and the CCOs. The feasibility phase is underway and includes the baseline assessment and future state service delivery model design and analysis to be completed May 2022. Watercare has a watching brief, on agreement with the Watercare Board and the Shared Services Governance Group, pending decisions on the three waters reform.
82. An update of the remuneration policy was approved by the Governing Body in June 2021 ([GB/2021/69](#)).
83. Auckland Unlimited and Eke Panuku discuss collective bargaining strategy with the council. Information is shared between Auckland Transport and the council.
84. The group procurement policy was approved by the Finance and Performance Committee on 17 June 2021 ([FIN/2021/61](#)). The group's Chief Financial Officer Forum is accountable for policy implementation and compliance.

Tauākī whakaaweawe āhuarangi **Climate impact statement**

85. The Review did not focus on climate impacts specifically. Climate impacts are considered through the implementation of individual recommendations.

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

86. The council group is working collectively to implement the recommendations of the Review.
87. CCOs report on their contribution to implementing the Review in their quarterly reporting to this committee.

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

88. Local impacts and local board views are considered when implementing individual recommendations.
89. CCOs are working with local boards to implement recommendations to improve local board engagement, implementation of local projects and community consultation (see recommendations 34, 6, 53). A comprehensive update on this work was provided to the committee in December 2021.

Tauākī whakaaweawe Māori **Māori impact statement**

90. The Review made seven recommendations to improve the use of mechanisms to ensure CCOs meet their obligation to Māori at governance, senior management and staff levels. Ngā Mātārae have been convening staff from council, CCOs and the IMSB secretariat to progress the recommendations.
91. Progress on these recommendations are noted in paras 59-65.

Ngā ritenga ā-pūtea Financial implications

92. There is no financial impact from the committee receiving this report on the implementation programme for the Review.

Ngā raru tūpono me ngā whakamaurutanga Risks and mitigations

93. The most significant risks to implementing the Review were identified as lack of budget, resources and organisational commitment, particularly with the need to focus on COVID-19 response. While COVID-19 restrictions and the Omicron outbreak have impacted on the speed of implementation for some recommendations, executive leadership of the Review and collaboration between the council and CCOs have mitigated the main risks, allowing for good progress to be achieved with the implementation programme.
94. A high-level review of the implementation programme was undertaken by council's General Manager Risk and Assurance during March 2022. The purpose was to provide independent assurance as to whether there is any additional risk in progressing the implementation of recommendations, that are not already being reported to the CCO Oversight Committee. The findings were:
- The monitoring of progress by the CCO Oversight Committee has been an effective mechanism to monitor progress and assess risks in implementing the recommendations.
 - There are no additional known risks as (at the date of the review) that have not already been reported to the CCO Oversight Committee.
 - The reporting that has occurred on progress to the CCO Oversight Committee is accurate and complete.

Ngā koringa ā-muri Next steps

95. The completed recommendations of the Review are now business as usual across the group.
96. Implementation of the Review is included in the council's Chief Executive Performance Objectives.
97. The group chief executives will continue to monitor implementation of outstanding recommendations. Culture change and greater collaboration are an ongoing focus. Those recommendations requiring governance approval will be reported to the relevant governing body committee.

Ngā tāpirihanga Attachments

There are no attachments for this report.

Ngā kaihaina Signatories

Author	Trudi Fava - CCO Programme Lead
Authoriser	Alastair Cameron - Manager - CCO Governance & External Partnerships