

Hon G Woodhams MLA
Speaker
Legislative Assembly

Mr Speaker

I have pleasure in submitting this report to Parliament

This report describes a study tour that I undertook from 18 to 30 July 2011. My objectives of this study tour were to meet with representatives from local governments recognised as leaders in reform using innovative governance structures and creative ways of community engagement and empowerment. I was keen to learn of the measurable benefits to their communities resulting from reform and governance changes. I will be using information and knowledge gained to assist with policy development for the betterment of the West Australian community through the local government sector.

The study tour included visiting local governments in England, Scotland, the City of Vancouver in Canada and Auckland Council, New Zealand. In Scotland I met with the Chief Executive Officer (CEO) and a Director of Improvement Services, a predominantly Scottish local government service that improves efficiency, quality and accountability of local government. I also met with the CEO of the Convention of Scottish Local Authorities (COSLA). I was accompanied by my Chief of Staff.

I was privileged to have direct dialogue with the respective elected leaders and senior management representatives of these local governments and organisations. This enabled me to better understand the catalysts behind their reforms, the processes each engaged in with their reforms and to hear what outcomes were achieved plus lessons learnt following these experiences. I also studied their current governance structures, learnt how each transitioned to the current structures and how the decision makers engaged at the neighbourhood level within their communities bearing in mind these were local governments with large populations.

I am indebted to them and to the State Government for investing in this study tour.

ENGLAND

The three local governments visited each provided similar reasons for introducing significant reform, these were a realisation that traditional models of service delivery were becoming increasingly unsustainable, an increasing lack of connection between local governments and their communities; and central government priorities requiring change at the local government level.

Whilst at different stages of introducing change each local government has introduced business process improvements, governance changes and proactive engagement and empowerment of their communities. The combined results of their reforms are significant and ongoing.

The report details savings of £33 million in the first year following reform at Wiltshire Council, examples of actual and anticipated improvements at Swindon Borough

Council as a result of introducing a whole of community project; and five years into its reform, the City of Birmingham has realised £244.2 million savings with £93.6 million ongoing savings each year resulting from changed business systems and workplace cultural changes.

The majority of cities in England have a governance structure whereby a Cabinet of 3 to 10 elected members makes the majority of decisions irrespective of the size of population or total number of Councillors elected to each local government. The Cabinet is comprised of the party or coalition/alliance that wins majority support from electors.

Community empowerment and engagement is a feature of the local governments visited. Each has delivered a greater sense of ownership and improved the decision making within their local governments by shifting centralised decisions on localised community issues to neighborhoods/local areas. This leverage with communities at a localised level has also resulted in bottom up solutions and further identification of opportunities for improvement and sustainability.

1. Wiltshire Council

I met with two Councillors including the Deputy Leader of Wiltshire Council, the Council's Chief Executive Officer, the Program Director and the Service Director of Policy and Communications.

The combined Wiltshire Council has a population of approximately 452,000. It has a reduced number of councillors from 250 to 98 and now operates a cabinet system comprising 10 councillors. These 10 councillors are the decision makers, the rest of the council fulfill a scrutiny role in addition to area board roles. All councils in England except those with a popularly elected Mayor have a Cabinet consisting of a minimum of 3 Councillors to a maximum of 10.

The current council budget expenditure is £865 million. Unitary local governments in general provide in addition to local government services as we know it, schools; children services; adult social care; housing; economic regeneration; fire services, highways, waste management and environmental services.

A feature of this local government was the creation of 18 community area Boards in 2009. Within the first 6 months of operating 86 area Board meetings were held attended by 5,547 people. At that time over 10,000 residents had signed up to their area networks enabling them to be informed, consulted and involved in Board decisions. These Boards are also consulted on macro issues such as budget planning and local area development frameworks.

These Boards have prepared community plans based on extensive local consultation aligned with the community wide strategic plans. They each receive modest sums of money to invest in local projects that are determined at the local level. Some of these Boards use self generated revenue to fund local projects.

Decisions delegated to these Boards are made by the Councillor(s) appointed to the Boards plus a Member of the Cabinet. It is not unusual for the public attending these

meetings to be given open or closed ballots to determine matters under consideration, however in general the Councillors make the decisions.

The benefits arising from this initiative include a greater level of local ownership and decision making, the building of local community capacity and the ability to identify further opportunities and overcome challenges together with vertical integration of community planning at each level of government.

In 2006 the central government of England invited bids for unitary local governments. The then Wiltshire County Council engaged with four neighboring district councils and approval was granted by Parliament in 2008 for the unitary council to be formed.

The bid for approval was based on devolution and working locally, on being more customer focussed and on being more efficient and achieving real cash savings and productivity improvements. Elections to the new entity were conducted in June 2009. Wiltshire is one of 55 unitary councils in England. Wiltshire also includes a number of Parish and Town Councils that have limited powers and are mainly responsible for localised tasks such as maintenance of footpaths, parks and local halls. It may be possible in the future for the area Board process to remove the need for Parish and town councils.

The stimulus for Wiltshire to move to a unitary council was a realisation that change was essential for future sustainability. The realisation was founded on financial and human resources becoming scarcer, demographics were changing with accompanying pressures on services, public confusion about which of the former 5 local governments provided what services, public confidence and satisfaction levels were low and declining, apathy in local democracy, and partnerships and working together was challenging through an inability to set aside local objectives ahead of a whole of community need. There was also recognition for the need for their communities to be stronger, more resilient and have more influence on local issues.

In the planning and forecasting analysis the financial objectives were to improve efficiencies to reduce costs by at least 3% each year. Through the unitary process savings of 5.3% (£15 million each year) were envisaged. The planning process identified opportunities arising from economies of scale, consistent levels of service across the whole community, construction of partnerships to enable integrated and coherent service delivery across the wider public sector and the strengthening of corporate capacity.

The outcomes to date have included £33 million saved in the first year and an estimated £100 million in cash savings over four years.

These savings were in the key areas of:

- Reducing governance costs and management costs;
- Reducing the cost of goods and purchases through the market leverage of scale;
- Better management of assets; and
- Transforming services to a systems thinking approach

An example of better management of assets is the intention to rationalize the number of council buildings from 98 to 4 main hubs. These hubs will have new and improved leisure centres and social facilities linked to them to bring key services together based on what the communities wanted.

Overall the property rationalization program is estimated to save £85 million.

2. Swindon Borough Council

I met with two Councillors including the Leader of Council, the Head of Policy and Communities and the Director of Law and Democratic Services.

Swindon Borough Council (Swindon) is a unitary local government with a population of approximately 200,000 its 2010/11 budget expenditure was £485 million. It operates with a 10 person Cabinet having 59 Councillors in total.

In 2004 Swindon was adjudged one of the worst performing local governments in England. In 2011 it has been recognised as one of the most innovative local governments having introduced a range of improvements that has rebuilt and restored its reputation with government and its community.

The reforms at Swindon were driven in part by a realisation that failing to initiate change would lead to worsening, less responsive and increasingly unaffordable services.

Swindon had also been challenged with funding reductions from the central government and other austerity measures that have been introduced to England plus increasing demands from a growing community. In 2005/06 local rate/tax revenues were 32% of total revenue and central government funding 68%. Over a five year period the ratio has reversed when in 2010/11 local rate/tax revenues were 61% of total revenue and central funding was 39%.

The disciplined approach taken by Swindon to the 2010/11 budget process was for a freeze on current cash levels for the following 4 years. There were some exceptions however the efficiency and savings drive has been on reviewing traditional work practices and improving them, renegotiating contracts, increasing income, reprioritising expenditure and introducing any change that did not have a detrimental impact on service delivery. A comparison of their total staff numbers over a 1 year period indicated a decline of 1% to 5370 full time equivalent positions.

As part of its drive to improve efficiencies and work more closely with its community Swindon has also introduced a number of measures to address its long term sustainability. A key strategy adopted in July 2010 is titled "One Swindon" another introduced earlier is titled "Connecting People Connecting Places".

The One Swindon project is a partnership between the general community, businesses, voluntary organisations and main service providers including police, health and social care providers together with the Swindon Borough Council. The project is *"ensuring Swindon priorities are about a public sector totally focussed on working with local people, coming together as one to secure the best possible outcomes for Swindon"*.

This partnership acknowledged that community networks and relationships are fundamental to achieving positive outcomes. One of the key aspirations was for stakeholders in Swindon to look beyond public services and for people to grow their independence with more people making a positive contribution. As the Council Leader observed there will always be the safety net of public services however the public sector must know when to get out of the way of the people who know their areas best.

Seven geographic clusters have been identified each having Councillor and staff accountability to ensure that agreed outcomes of work and priorities are met at each local level.

“Connecting People Connecting Places” has been a strategy for the past two years. It was introduced to change the way in which Swindon works and the relationships it fosters with local people and its partners. Its establishment objectives included to encourage and enable more meaningful engagement with Councillors, people and communities, to promote a sense of community and to develop public services that are more locally sensitive.

This project has achieved noteworthy outcomes. One example is through the Family Life program introduced to break the dependency cycle. The Swindon representatives explained the average cost to Swindon for each dependant family amounted to approximately £250,000 each year. These are typically long term unemployed or have no experience in the work force and experiencing varying degrees of social and domestic dysfunction.

Research indicated that 80% of this investment was in Swindon officers documenting their contact with each family and 20% of time actually spent on resolving. One family described this as the gyroscope effect, with services spinning around a stationary family disaffected by the bureaucratic approach.

By challenging the traditional approach and empowering families to make choices including choosing their case worker with a role of facilitating the family decisions there are now examples of a drop in school truancy levels, previously unemployed persons entering training and securing work with accompanying social and domestic improvements. Over a 15 month period there has been a saving of £330,000 as a result of the new approach however the social and emotional benefits to these families is immeasurable.

One of the learning's from Swindon was for their workforce and other public services to develop a more proactive and proportionate view of risk and more of a “can do” attitude and culture. This new culture is gathering momentum resulting in ongoing improvements and savings.

Swindon is currently in the process of devolving responsibility and control of some of its budget to the seven cluster areas and restructuring its senior management team. Following transition costs the estimated annual savings from reducing senior staff will be £1,200,000. The next stage will be a restructure of the organisation to better align skill sets and experiences to accommodate the shift in organisation culture and priorities to outcomes.

The experience at Swindon and other places visited has reinforced the view that challenging previous ways of doing things and implementing positive change have in fact revealed far more benefits than previously envisaged.

3. Birmingham

I met with the Deputy Leader of the Council; the Head of Intelligent Client Functions; the Service Birmingham Director responsible for Business Transformation and the Lead Officer for International Links.

The City of Birmingham's (Birmingham) population is approximately 1 million. It has 120 elected members, a 10 person Cabinet, a £3.5 billion expenditure budget and approximately 53,000 employees. It is one of the largest local governments in Europe.

The reform at Birmingham commenced in 2006 by understanding the traditional work practices were unsustainable. The workplace prior to reform was described as silo dominated with fragmented decision making and costly duplication across departments, a culture of minimalist effort often non complying and limited management control. Customer satisfaction rating in 2006 was 50% satisfaction. In 2011 it now rates at 70%.

Following the 2006 elections the Business Transformation Program was launched with a focus on internal improvement to deliver better and more cost effective services to its community. The program is developed by a joint venture company in which the City of Birmingham has one third equity.

This 10 year program is designed amongst other things to deliver £1 billion savings. After 5 years the program has delivered £244.2 million in cash savings with £93.6 million of recurring savings secured for each subsequent year. Since 2006, 4,000 staff positions have been made redundant, 2,500 positions were made redundant without any impact on service delivery

Eight workstreams now secure integration across the organisation. Whereas success was previously based on spending the allocated budget, now each proposal is subject to preparation of a business plan demonstrating benefits and integration with whole of organisation plans.

The Corporate Services workstream delivers cross organisational financial and procurement operations, renegotiated supplier contracts, replacing manually intensive tasks with automated and centralised processes and has trained over 3000 personnel in new ways of working. It is expected corporate service transformation will realise £860 million in savings over 10 years (£518 million cash, £342 million non cash) for an investment of £144 million.

The Customer First program introduced a single record system allowing integrated responses to customer needs, easy tracking of service requests by clients and staff and better service standards. Savings over 10 years are estimated to be £321 million for an investment of £175 million. It was estimated that an in person visit to a Birmingham office costs £25 in resources whereas electronic contact costs 50 pence.

Birmingham currently has 140,000 email addresses, with a target of 440,000. It uses this medium to communicate news and conduct forums directly with its residents and other stakeholders. Its customer service centre deals with more than 2 million calls each year.

Birmingham is also a major property holder and developer and is involved in a number of joint ventures with private companies and developers. It is in the process of reducing its services use of buildings from 55 buildings to 9 including a redesign of workspaces that supports work – life balances. Hot desking is a key aspect especially in those areas where employees have field work tasks.

SCOTLAND

Edinburgh

I jointly met with the CEO and a Director of Improvement Services, a company limited by guarantee, whose shareholders and board members are Scottish local governments. The CEO of the Convention of Scottish Local Government Authorities (COSLA), the local government representative and lobby body also attended this meeting.

Scotland has a population of approximately 5 million and is served by 32 local governments the largest is Glasgow with a population of 520,000 and an operating budget of £1 billion. In 1960 there were more than 400 local governments in Scotland.

Scottish local government responsibilities include education, social care including housing, economic development, major infrastructure, strategic and local planning, environment and leisure and police and emergency services.

In 2008 the Scottish government entered 4 year single outcome agreements (SOA) with each of the 32 local governments. In what was then described as ambitious and ground breaking, the agreement was for Scottish local government to agree to work to the Scottish government macro outcomes targets in return for agreed funding over a period of 4 years. Part of the agreement was for local governments to freeze rates for the 4 year period and a commitment by the Scottish government it would not introduce structural reform to the sector.

A range of other incentives was offered and agreed to. These included local governments being given more freedom to act including retention of savings they secured through this process. They were also expected to take responsibility for their own decisions and be accountable for them.

The high level objectives included raising the Scottish GDP to the UK level by 2011, to match the growth rate of small independent EU countries by 2017 and to rank in the top quartile for productivity amongst its key trading partners in the OECD by 2017. Other targets included reducing the number of Scottish public bodies by 25% by 2011, increase the business start up rate and improving public sector efficiency through the generation of 2% cash efficiency savings each year.

The SOA was important as local government in Scotland accounts for 34% of the total public expenditure. Fundamental to the success of the SOA being signed was the agreement having clearly stated outcomes and agreement on how those outcomes would be measured.

COSLA provides a forum for elected members to discuss common issues and develop shared agendas. It was COSLA that signed the SOA on behalf of Scottish local governments.

Judging on COSLA's current agenda, it appears that some in government are arguing that post the SOA there needs to be a return to more monitoring of inputs and centralizing of services. COSLA disagrees with that approach and is reiterating its support for retention of the outcomes approach to reform of public service delivery in Scotland rather than an inputs approach.

For example, it is questioning what difference is made to individual lives by having more doctors or police officers. COSLA's argument is not to measure inputs such as the number of these professionals but to examine why people get sick and agree on the type of policing required. It is also arguing for an integrated approach across the public service providers to make a positive impact to people. COSLA argues this would be real reform rather than reorganisation.

The function of Improvement Services (IS) *"is to help improve the efficiency, quality and accountability of local governments"*. It does this through *"collaborative arrangements, identifying and sharing best practice from the public, private and voluntary sectors in the UK and internationally, providing learning and development opportunities to elected members and officers and by promoting the use of knowledge management within local government"*.

One of the most innovative outcomes from a partnership is the Customer First program initiated by IS and COSLA. The funding partnership is between the Scottish government, IS and COSLA. It is a collaborate program that achieves procurement and other savings while enhancing service delivery by local governments across Scotland. Developed at a cost of £34.5 million (one third Scottish government, two thirds local government) this program is expected to deliver £30 million in savings (12% reduction in total budget expenditure) each year.

By having a common operating system, it is expected to reduce the total spend by local government on IT by at least 50%. It is estimated that an average local government in Scotland has up to 800 different systems.

This program is an IT interactive platform that holds data and permits a range of interactions through a central point. IS anticipates this program will deal with 75% of Scotland's total online requests for core services, rather than having up to 32 separate systems and a multitude of sub systems. This program is currently in roll out mode across Scotland with a number of pilots underway testing the more recent applications.

One of the databases being compiled is the listing of every property in Scotland. At present it holds data on 3.2 million properties. This is being constructed to save each local government the task of holding and managing their own databases.

Another initiative is development of a smartcard (National Entitlement Card) that with the support of a private company enables access to goods and services of a certain value using the swipe card system. The same card is used to access discounted public transport for eligible persons.

Another sub-program Customer Relationship Management (CRM) currently used by 18 of the 32 local governments has delivered £3.5 million in savings by removing the need for each of the 18 local governments to purchase and operate their own CRM system. This program manages and tracks customer service requests through a single contact point. An average local government receives 13,000 calls each week. It is estimated an average cost for in person contact is £13 versus 20p for electronic contact.

Examples of local government in business enterprises were provided. One that provides public car parking in Glasgow is 40% owned by the City of Glasgow and 60% by a private company. In the first year of operations the City received more dividend than it did when it controlled 100% of parking. The observation was made private sector focus on returns to shareholders is greater than political concerns of increasing parking charges.

CANADA

Vancouver

I met with one of the Councillors representing the Mayor of the City of Vancouver (the city). My main interest in visiting Vancouver was to learn how a vibrant city with an international reputation, as one of the world's most livable cities, is effectively governed by 11 elected members and to discuss the processes the Council uses to engage with its community. The City of Vancouver is the main residential and commercial hub of the Greater Vancouver area.

With a backdrop of snow capped mountains and the Pacific Ocean Vancouver is a visually attractive place. The land area of the city is 116 square kilometers with 10% parks and other open spaces, the majority of residents reside in apartments displaying an attractive variety of architectural forms and features rather than a homogenous theme. It has a population of 650,000 that increases to more than 1 million people during working hours. An estimated 6,000 people move to the city to live each year.

The city is governed by 10 Councillors and a Mayor with elections conducted every 3 years. The city employs 10,000 staff of which 1,500 are engaged in administration with the remainder front line personnel (police, fire etc). The 2011 expenditure budget was slightly over CAD\$1 billion.

The city has its legal basis under the Vancouver Charter set by its provincial government British Columbia. The Charter broadly sets out rules that govern how the city functions, how its budget is set and describes its ability to establish by laws.

The city has authority for matters that impact within the city boundaries including police, fire, water, sewerage, some roads, parking, planning, social development and housing.

The annual operating budget process is typical of the neighbourhood engagement and the response that residents provide to the invitation to provide input.

The 2011 budget was considered over a 2 month period starting with staff presenting a draft budget to the council for consideration in October 2010, this was followed by a series of online and phone surveys. Presentations were made to the Vancouver multicultural communities and over a 6 hour period 2 public presentations were made at an open house at the city hall. Further presentations were made to the business community over a 4 hour period also at the city hall. A series of stakeholder meetings including economic and community groups were also convened after the general public consultations.

Staff then prepared an interim estimates report during November including the results of public input followed by a special council meeting then a final council meeting held early December 2010 to adopt the budget.

The city's draft capital expenditure budget is also actively promoted to its residents and electors, referendums are required for any capital raising that requires borrowings. Capital budgets are set for 3 year periods to coincide with elections. An online survey response inviting comments on the 2012/14 plan provides options of CAD\$700 million without tax increases or CAD\$770 million with a tax increase and invited residents to prioritise what they believe should be included or excluded in the draft plan.

The city has a city wide plan and neighbourhood plans for each of the 23 defined neighborhoods and is about to commence a renewal process of the neighbourhood plans.

The City has a long history of community engagement commencing in the 1920's. In the 1970's the city completed a series of neighbourhood plans however there was no overarching plan. In the early 1990's the city moved to correct this by introducing its "CityPlan" process based on extensive public engagement.

The city intends renewing all neighborhood plans and to build more consistent levels of detail through a Local Area Planning program. This approach has identified three approaches to planning. These are:

- (a) neighborhood areas encompassing residential and commercial areas centred around a definable neighborhood commercial centre;
- (b) neighborhood centres that are smaller commercial and mixed use areas that require detailed physical planning; and
- (c) corridors which are longer stretches of arterials with common issues requiring more intensive planning.

The city also consults with its community through direct engagement through city community planners and urban planners, engagement via community groups, the city's online City Hall program and the 311 phone system and more recently its e-311 program. The electronic system enables resident complaints issues concerns to be logged and responses monitored.

The data is analysed to assist the city understand trends and main issues to effectively plan improvement to delivery of services and this data is publicly available. The city also polls annually to gauge its performance.

In addition to governing the City of Vancouver, 6 of the 11 elected members also sit on the Greater Vancouver Regional Council. The Greater Vancouver region has a population of 2.3 million with 23 local governments; each one has representation on the regional body proportionate to the population of each local government (1 member per 100,000 people).

The regional body deals with matters that impact across the region eg. waste, water, waste water, air quality and economic development. In July 2011 this body adopted the Metropolitan Vancouver 2040 plan titled "*Shaping the Future*". This plan required the endorsement of each of the member local governments and the South Coast British Columbia Transportation Authority.

This plan adopted 5 objectives, to have compact urban areas, to support a sustainable economy, to protect the environment and respond to climate change, to develop complete communities (workable, mixed use, transit oriented communities where people can find an appropriate place to live at all stages of their life, earn a living, access the services they need and enjoy social cultural educational and recreational pursuits) and to support sustainable transport choices.

The city displays attributes of continuous improvement rather than structural reform. For many decades it has demonstrated neighbourhood engagement and involvement in local and city wide planning. It has leveraged off its community to constantly seek improvement to the development of in its terms, a complete community.

NEW ZEALAND

Auckland

I met with a member of the Auckland Council who chairs one of the Standing Committees and was a Mayor of one of the 8 former local governments operating within the Auckland City. Staff members including the Governance Director, the Manager of International Relations, the Mayor's Principal Policy Officer and the Director of Planning also participated.

Auckland is the economic gateway to New Zealand with 61% of the nation's imports and 32% of exports passing through this city. The city has 31% of New Zealand businesses located in its area and it contributes 36% of the nation's Gross Domestic Product. Auckland has a population of 1.46 million, its 2011 expenditure budget is NZ\$1.2 billion and capital budget NZ\$410 million.

On 1 November 2010 Auckland Council was promulgated following a Royal Commission report on Auckland governance. The new entity provides a single governing body of 20 elected members elected on a ward basis (13 wards) plus a popularly elected Mayor. The Mayor has specific responsibilities and powers. These include promoting a vision for Auckland, providing leadership to achieve the

vision, lead the development of council plans, policies and budgets and ensure effective engagement between the residents of Auckland and the Council.

The Mayor appoints the deputy mayor, establishes the Council committees and appoints the Chairs. The Mayor is empowered to appoint officers to assist him meet these legislative responsibilities plus his other duties.

The legislation also provided for creation of 21 local boards with members elected from within those areas. These boards identify and communicate local views on strategies, policies, plans and by laws to the Auckland Council to inform macro planning for the whole Auckland region and negotiate service delivery standards for their local areas.

The area boards are also required to develop local board plans every 3 years to inform the Auckland Plan that is currently being compiled. These boards are also invited to have input to the Council Controlled Organisations. Auckland Council allocates staffing and financial resources to support the area boards.

These two layers of governance are integrated by legislation and by practical necessity. The Auckland Council makes the macro decisions and is the direct link to the New Zealand government. The local decision making and main interface with neighborhoods is through the local boards.

The context for reform of local government in Auckland was the former New Zealand government frustration with the former Auckland local government's inability or lack of desire to form consistent and integrated decisions especially relating to transport.

Legislation creating the new entity included a Local Government (Tamaki Makaurau Reorganisation) Act 2009, the Local Government (Auckland Council) Act 2009 and the Local Government (Auckland Transitional Provisions) Act 2010.

The legislation gave authority to the Auckland Transition Authority that functioned for 18 months to transition from the former local governments and several community Boards into the new Auckland Council.

The representatives I met with believed the new entity is close to 70% of where it needs to be which in less than 12 months is a sound position for the city to be in. They observed the test of its success will be if the community notices a positive difference as reform needs to work at the local level. Customer service performance outcomes reported earlier in 2011 over a 4 week period included the call centre responding to 220,000 calls within 20 seconds and 93% (1102) of building consents issued within 20 days

The interaction between the Auckland Council and the local boards occurs regularly between the Mayor and Chairs of the 4 main portfolios and the local boards Chairs to maintain dialogue. Each time the Auckland Council sets a policy it consults with the area boards.

Interaction between Auckland Council and the New Zealand government is formalised through a Cabinet committee established to monitor the progress of the

Auckland Council. The New Zealand government also has a spatial plan for Auckland and the Auckland Council is expected to follow that plan.

The Council Controlled Organisations (CCO) are trusts or companies in which the Auckland Council controls 50% or more of votes and appoints 50% or more of the Directors. The CCO are Auckland Council Investments Limited, Auckland Council Property Ltd, Auckland Tourism Events and Economic Development, Auckland Transport, Auckland Waterfront Development Agency, Regional Facilities Auckland and Water Care Services

Notwithstanding having another layer of governance with 21 elected local boards in addition to the Auckland Council it was the view of the representatives that this model was essential to achieve community buy in of the new Auckland Council. The Mayor's proactive leadership was also seen as a key to the success of the Auckland Council

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**MINISTER FOR LOCAL GOVERNMENT; HERITAGE;
CITIZENSHIP AND MULTICULTURAL INTERESTS**

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