



TERMS OF REFERENCE FOR THE COUNCIL CONTROLLED ORGANISATION OVERSIGHT COMMITTEE

Title	Council Controlled Organisation Oversight Committee
Authorising Body	Mayor/Council
Status	Standing Committee
Quorum	Chair plus 2 members (must include 1 Councillor)
Adopted by Council	18 December 2025
Adopted by Committee	28 January 2026
Administrative Support	Chief Executive Office

This document outlines the Terms of Reference for the Council Controlled Organisation Oversight Committee.

The Chief Executive will be responsible for coordinating agendas and be the principal point of contact for committee members.

1. Purpose

The purpose of the Council Controlled Organisation Oversight Committee is to have a general overview of the strategy, direction and priorities of the Council Controlled Organisations, and monitor the performance and delivery on strategic outcomes of Council Controlled Organisations by:

- Review of CCO strategy documents
- Review of Statement of Intent
- Recommending to Council on the content of annual letters of expectations
- Monitor performance of each of the organisations
- Promoting a culture of openness and continuous improvement.

2. Responsibilities

Review of Strategy documents

- Ensure that the strategy documents align with Council direction and policy.
- Making recommendations to Council regarding endorsement of strategic plans and business plans.
- Review CCO requests for major transaction approval and recommend appropriate actions by Council.
- Monitor performance and risks related to the delivery of strategic outcomes.

Statements of Intent

- Recommend to the Council on the content of the annual letters of expectations to each CCO.
- Review draft Statement of Intents (Sol) to ensure that the Sol provides clarity and direction for both the CCO's and Council.
- Recommendation of adopting of Sol's to the Council.

Accountability and monitoring

- Review of Sol and recommending adoption to Council.
- Review of the CCO Annual Report, which must include a comparison of its actual and intended performance (as set out in its statement of intent) and audited financial statements and recommending adoption to Council.
- Review of half-yearly report for shareholders on the operations during the half year, including information required by its Sol and financial information.
- Review of quarterly management accounts.

Director appointments and board evaluations

- Identify director appointments that have the requisite skills, knowledge and experience for the respective CCO board in line with the Council's Controlled Organisation Director Appointment Policy.
- Make recommendations to Council for the appointment.
- Carry out director reviews and board reviews.
- Review remuneration and make recommendations to Council.

Other Matters

- Report half-yearly to Council on the performance against financial and non-financial KPI's as required in the Sol.
- Review CCO policies and suggest relevant changes.

3. Delegated Authority

- To appoint a specialist consultant or recruitment advisor to assist with shortlisting suitable candidates if required.
- To reappoint suitable directors without further approval from Council.

The CCO Oversight Committee can recommend to Council

- Recommendations as to the content of letters of expectation.
- Approval of strategic plans.
- Adoption of Statement of Intent.
- Adoption of Annual Reports.
- Appointment of suitable director appointments.
- Remuneration changes.

Power to delegate

The CCO oversight committee may not delegate any of its responsibilities, duties or powers.

4. Committee Meetings, records and reporting structure

- The committee will meet at least quarterly in each financial year.
- One meeting must consider the CCO's draft annual report before adoption of the annual reports by Council.
- Minutes of the committee be presented to the Council for its consideration.
- Report to the Council at least twice a year on the performance of the CCO's.
- The committee will be attended by a representative of External Audit for one meeting each year.

Role of Chair

The role of Chair is key to achieving committee effectiveness, to achieve this;

- The Chair should take ownership of, and have final say in, the decisions about what business will be pursued at any particular meeting.
- The Chair should ensure that after each meeting appropriate reports (minutes) are prepared from the CCO Oversight Committee to the Council.
- Encourage good, open relationships between the CCO Oversight Committee, CE, Elected members and internal and external auditors.

Committee Membership

- Her Worship the Mayor (Chair)
- Deputy Mayor Burden
- Cr Gillett
- Kw Madgwick
- Kw Tumahai

The Committee Chair will be the spokesperson on matters of public interest within the committee's scope of work. On technical matters or where the status is still at the staff proposal level, senior staff may be the appropriate spokesperson. Where necessary and practical the Committee Chair and senior staff will confer to determine the most appropriate course of action for advising the public.

The Committee shall record minutes of all its proceedings.

Adopted by Council – 18 December 2025