



MINUTES

Ordinary Council Meeting

15 August 2023

**MINUTES OF WAIMATE DISTRICT COUNCIL
ORDINARY COUNCIL MEETING
HELD AT THE COUNCIL CHAMBER, WAIMATE DISTRICT COUNCIL, 125 QUEEN STREET,
WAIMATE ON TUESDAY 15 AUGUST 2023, COMMENCING AT 11:00AM**

PRESENT: Mayor Craig Rowley (Chair), Deputy Mayor Sharyn Cain, Cr Peter Collins, Cr Sandy McAlwee, Cr Colin Pankhurst, Cr Lisa Small, Cr Rick Stevens

APOLOGIES: Cr John Begg

ABSENT: Cr Tom O'Connor

IN ATTENDANCE: Stuart Duncan (Chief Executive), Carolyn Johns (Community and Strategy Group Manager), Michelle Jones (Executive Support Manager), Jonts McKerrow (Regulatory and Compliance Group Manager), Dan Mitchell (Asset Group Manager), Tina Stevenson (Corporate Services Group Manager), Karalyn Reid (Committee Secretary)

PARTIAL ATTENDANCE: Alison Banks (Parks and Reserves Manager), Rob Moffat (Roading Manager), Riddhish Parekh (Communications Officer), Shey Taylor (Strategic Planner/Policy Analyst)

OPENING

1 OPENING CEREMONY

Cr Peter Collins introduced Lister Home Chaplain Rev Janet Williams who opened the Council Meeting with a quote from Winston Churchill, and a prayer.

2 PUBLIC FORUM

There were five speakers at the Public Forum from Waituna Creek Primary School's piwakawaka class:

- a. Jax Ward spoke on the bike park (BMX track) on Boland Park, pointing out it needs to be made bigger and requires maintenance, including the surrounding pine trees trimmed, more dirt to make the track smoother, removing the big rocks and filling in the pot holes and ruts.
- b. Imogen Luskie and Stella Warden spoke about having a designated indoor roller skating stadium, as using the Waimate Event Centre is expensive. They suggested the building have wooden floors with ramps, a hand rail, cubbies and benches, and a café and couches for the parents, and be open from 7am until 10pm, with roller skates available for rent and coloured lights. They suggested the old cinema could be used. The Victoria Park velodrome is not suitable as there are stones and an uneven surface.
- c. Richie Caird and James Cunningham spoke on an outdoor basketball court for the public to use, as currently there are only courts at schools, and any damage or broken equipment would cost the school PTA. They do not feel welcome to use the High School facility. They suggested an ideal area would be beside the skate park on Boland Park or utilising one or two of the netball courts at Victoria Park.
- d. Ivy Moore suggested transferring endangered native kiwi, kakapo and takahe to the predator-free (Point Bush) ecosanctuary. Ivy pointed out that predator free offshore islands are running out of space, and by bringing these native birds to Waimate it would have a positive effect on the economy as well as attract visitors. Her research showed that DoC may assist as well as Ecosanctuary Trust members.

- e. Poppy and Millie Wilce suggested ways to utilise Waimate's Theatre more by encouraging schools to perform annual plays or productions for the public, holding monthly movie nights as school fundraisers, running holiday programmes such as 'Live-'n'-Five', and also a 'fun Friday' involving a talent show, karaoke or movie.

Mayor Rowley (Chair) thanked the five presenters for submitting their well-presented ideas and suggestions for youth activities and facilities and asked them to encourage other young people to attend the public forum, or to connect with himself or other Councillors.

3 APOLOGIES

RESOLUTION 2023/124

Moved: Deputy Mayor Sharyn Cain

Seconded: Cr Peter Collins

That an apology from Cr John Begg be received and accepted.

CARRIED

4 VISITORS

11:30am: Bancorp – Quarterly Treasury Dashboard Report

5 CONFLICTS OF INTEREST

The Chair called for Conflicts of Interests.

- Cr Collins declared he had a perceived conflict of interest in Agenda Item: 16.6 Heritage Grant Applications, being a member of Pro-ject Waimate.

6 IDENTIFICATION OF MAJOR (URGENT) OR MINOR ITEMS NOT ON THE AGENDA

An item *Chief Executive's Recruitment Process* was identified as a major item at the end of the public excluded section of the agenda. The reason it wasn't on the agenda was because of urgency, and it cannot be delayed until the next meeting because a resolution is required at this meeting to commence the process.

The reason it was to be taken in public excluded was:

- Negotiations: S7(2)(i) the withholding of the information is necessary to enable Council to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations)

IDENTIFICATION OF MAJOR/MINOR ITEM NOT ON THE AGENDA

RESOLUTION 2023/125

Moved: Mayor Craig Rowley

Seconded: Deputy Mayor Sharyn Cain

That the Major item *Chief Executive's Recruitment Process* is taken at the end of the public excluded section of the meeting.

CARRIED

MINUTES

7 CONFIRMATION OF MINUTES

7.1 MINUTES OF THE COUNCIL MEETING HELD ON 18 JULY 2023

RESOLUTION 2023/126

Moved: Cr Lisa Small

Seconded: Cr Colin Pankhurst

That the Minutes of the Council Meeting held on 18 July 2023 be adopted as a true and correct record.

CARRIED

8 RECEIPT OF MINUTES

8.1 MINUTES OF THE ORARI-TEMUKA-OPIHI-PAREORA ZONE COMMITTEE MEETING HELD ON 10 JULY 2023

RESOLUTION 2023/127

Moved: Deputy Mayor Sharyn Cain

Seconded: Cr Rick Stevens

That the confirmed Minutes of the Orari-Temuka-Opihi-Pareora Zone Committee Meeting held on 10 July 2023 be received.

CARRIED

REPORTS

9 MAYOR'S REPORT

9.1 MAYOR'S REPORT

RESOLUTION 2023/128

Moved: Mayor Craig Rowley

Seconded: Cr Rick Stevens

That the Mayor's Report is accepted.

CARRIED

Note:

Council discussed the newly opened Waimate Regional Banking Hub and asked that Council's communications team promote the Hub where possible. There was disappointment that the facility is not open on a Monday, following requests from members of the public, and it was suggested that after six months feedback could be submitted on what was working well, and what could be improved.

10 DEPUTY MAYOR'S REPORT**10.1 DEPUTY MAYOR'S REPORT****RESOLUTION 2023/129**

Moved: Deputy Mayor Sharyn Cain

Seconded: Cr Lisa Small

That the Deputy Mayor's Report is accepted.

CARRIED**11 COUNCILLORS' REPORT****11.1 COUNCILLORS' REPORT****RESOLUTION 2023/130**

Moved: Deputy Mayor Sharyn Cain

Seconded: Mayor Craig Rowley

That the Councillors' Report is accepted.

CARRIED**12 CHIEF EXECUTIVE'S REPORT****12.1 CHIEF EXECUTIVE'S ACTIVITY REPORT****RESOLUTION 2023/131**

Moved: Mayor Craig Rowley

Seconded: Deputy Mayor Sharyn Cain

That the Chief Executive's Activity Report is accepted.

CARRIED**13 COUNCIL ACTIONS REPORT****13.1 OUTSTANDING COUNCIL ACTIONS REPORT - PUBLIC****RESOLUTION 2023/132**

Moved: Cr Colin Pankhurst

Seconded: Cr Rick Stevens

That the Outstanding Council Actions Report – Public is accepted.

CARRIED

14 HUMAN RESOURCES REPORT

Nil

15 AUDIT AND RISK COMMITTEE REPORT

Nil

16 GENERAL REPORTS**16.1 QUARTERLY TREASURY DASHBOARD REPORT 30 JUNE 2023 - BANCORP 11:30AM**

Council were presented with the Quarterly Treasury Dashboard for the period ended 30 June 2023. Bancorp Consultant David Walker was in attendance to speak to his report and answered questions.

RESOLUTION 2023/133

Moved: Mayor Craig Rowley

Seconded: Cr Rick Stevens

That the Quarterly Treasury Dashboard Report for the period ended 30 June 2023 is received.

CARRIED**Note:**

The recommended change to the Liability Management Policy regarding the threshold for compliance with Interest Rate Risk Management parameters will be reflected when the policy is presented to Council for adoption. Council were receptive to the suggestion of an appropriate education session to be led by Bancorp, to provide confidence in the benefits of swaps as an interest rate management tool once Council debt exceeds \$10m.

16.2 LOCAL GOVERNMENT OFFICIAL INFORMATION AND MEETINGS ACT REQUESTS REPORT**RESOLUTION 2023/134**

Moved: Cr Rick Stevens

Seconded: Cr Lisa Small

That the Local Government Official Information and Meetings Act Requests Report be accepted.

CARRIED**16.3 2023 ALPINE ENERGY LIMITED ANNUAL REPORT**

Council received the Alpine Energy Limited (AEL) Annual Report for the 2023 financial year.

RESOLUTION 2023/135

Moved: Mayor Craig Rowley

Seconded: Cr Lisa Small

That Council receives the 2023 Alpine Energy Limited Annual Report.

CARRIED

16.4 GLENNAVY RECREATION RESERVE MANAGEMENT PLAN CONSULTATION

Council considered approving the draft Glenavy Recreation Reserve Management Plan for consultation.

RESOLUTION 2023/136

Moved: Deputy Mayor Sharyn Cain

Seconded: Cr Peter Collins

1. That the Glenavy Recreation Reserve Management Plan Consultation report be received; and
2. That Council approves the draft Glenavy Recreation Reserve Management Plan for consultation, with the amendment that the consultation is a two-month period beginning on 17 August 2023 and ending on 18 October, with the feedback considered and final version adopted on 21 November by Council.

CARRIED**16.5 WAIMATE DISTRICT PROCUREMENT STRATEGY ADOPTION**

Council considered adopting the Waimate District Procurement Strategy.

Council's Roading Manager was in attendance.

RESOLUTION 2023/137

Moved: Mayor Craig Rowley

Seconded: Cr Rick Stevens

1. That the Waimate District Procurement Strategy Adoption report is accepted; and
2. That Council adopts the Waimate District Council Procurement Strategy dated March 2023 as presented.

CARRIED

The Council adjourned at 12:35pm for lunch.

The Council reconvened at 1:06pm.

16.6 HERITAGE GRANT APPLICATIONS

Council considered funding two heritage grant applications from Empire Tavern (Thomas Sullivan) and Pro-ject Waimate. Note: Cr Peter Collins had declared an interest earlier in the meeting under Conflicts of Interest, being a member of Pro-ject Waimate.

RESOLUTION 2023/138

Moved: Deputy Mayor Sharyn Cain

Seconded: Mayor Craig Rowley

1. That the Heritage Grant Applications report is accepted; and
2. That Council approves the funding applications of:
 - a. Thomas Sullivan, being \$1,000 (plus GST) to paint the outside of the Empire Tavern with heritage colours, and
 - b. Pro-Ject Waimate, being \$1,000 (plus GST) to design and create signage to reflect the district's heritage in strategic locations within the Waimate township, subject to Council staff's approval on signage design and location, but this would not impact nor delay their plans.

CARRIED**16.7 RECREATIONAL TRACK GRANT APPLICATIONS**

Council considered two recreational track grant applications from Whitehorse MTB Riders Inc; and Waimate Trackways Inc.

RESOLUTION 2023/139

Moved: Mayor Craig Rowley

Seconded: Cr Rick Stevens

1. That the Recreational Track Grant Applications report is accepted; and
2. That Council approved the funding applications from:
 - a. Whitehorse MTB Riders Inc, being \$8,000.00 (plus GST) to create a separate downhill only section of biking track on the Whitehorse Big Easy trail from the Whitehorse to the Ecosanctuary boundary, along with creating a short and engaging skills development loop with berms, drops and jumps, and
 - b. Waimate Trackways Inc., being \$12,000.00 (plus GST) to urgently re-route sections of the Garlands Track which is being compromised by riverbank erosion and to re-site sections of the compromised track onto the adjacent land, with the agreement of the farm owners.

CARRIED

16.9 ASSET MANAGEMENT POLICY AND LEVELS OF DETERMINATION 2023

Council considered the adoption of the 503 Asset Management Policy and 503 Asset Management Policy Level Determination.

Council's Strategic Planner and Policy Analyst was in attendance.

MOTION

Moved: Cr Rick Stevens

Seconded: Cr Lisa Small

1. That the 503 Asset Management Policy and 503 Asset Management Policy Level Determination report is accepted; and
2. That Council adopts the 503 Asset Management Policy and 503 Asset Management Policy Level Determination, as presented.

16.10 WAIMATE DISTRICT CONSOLIDATED BYLAW - DOG CONTROL CHAPTER 6

Council considered the addition of the Glenavy recreation reserve into the Dog Control Bylaw Dog Exercise and Prohibited Areas maps for public consultation and subsequent adoption.

Council's Strategic Planner and Policy Analyst was in attendance.

RESOLUTION 2023/140

Moved: Deputy Mayor Sharyn Cain

Seconded: Cr Peter Collins

1. That the Waimate District Consolidated Bylaw - Dog Control Chapter 6 report is accepted; and
2. That Council accepts for public consultation the proposed addition to the Waimate District Consolidated Bylaw - Dog Control Chapter 6, as presented.

CARRIED**16.11 DANGEROUS AND INSANITARY BUILDINGS CONSULTATION REPORT**

Council considered the public feedback from consultation regarding minor changes to the 313 Dangerous Buildings Policy and 315 Insanitary Buildings Policy, and its subsequent adoption.

Council's Strategic Planner and Policy Analyst was in attendance.

RESOLUTION 2023/141

Moved: Mayor Craig Rowley

Seconded: Cr Sandy McAlwee

1. That the Dangerous and Insanitary Buildings Consultation report is accepted; and
2. That Council approves the 313 Dangerous Buildings Policy and 315 Insanitary Buildings Policy, as presented.

CARRIED

16.12 DELEGATIONS POLICY 308 AMENDMENTS

Council considered the reviewed 308 Delegations Policy amendment for adoption.

Council's Strategic Planner and Policy Analyst was in attendance.

RESOLUTION 2023/142

Moved: Cr Peter Collins

Seconded: Cr Colin Pankhurst

1. That the 308 Delegations Policy Amendments report is received; and
2. That Council accepts the proposed changes to the 308 Delegations Policy, as presented.

CARRIED

16.13 ANIMAL CONTROL ANNUAL REPORT 2022/23

Council's Regulatory and Compliance Group Manager was in attendance.

RESOLUTION 2023/143

Moved: Mayor Craig Rowley

Seconded: Cr Rick Stevens

1. That the Dog Control Annual Report 2022/23 be accepted; and
2. That, as required by the Act, Council adopts and publicly notifies the report and forwards to the Secretary for Local Government.

CARRIED

16.8 PERFORMANCE MEASURE REPORTING JULY 2022 - JUNE 2023 INCLUDING QUARTER 4

Council were presented with Performance Measure Reporting.

RESOLUTION 2023/144

Moved: Cr Lisa Small

Seconded: Cr Peter Collins

1. That the Performance Measure Reporting July 2022 – June 2023 (including Quarter 4) report is accepted; and
2. That Council accept the Performance Reporting, as presented.

CARRIED

Item - 16.9 Asset Management Policy and Levels of Determination 2023 - has been moved to another part of the document.

Item - 16.10 Waimate District Consolidated Bylaw - Dog Control Chapter 6 - has been moved to another part of the document.

Item - 16.11 Dangerous and Insanitary Buildings Consultation Report - has been moved to another part of the document.

Item - 16.12 Delegations Policy 308 Amendments - has been moved to another part of the document.

Item - 16.13 Animal Control Annual Report 2022/23 - has been moved to another part of the document.

17 CONSIDERATION OF MAJOR (URGENT) OR MINOR ITEMS NOT ON THE AGENDA

Nil

PUBLIC EXCLUDED

18 EXCLUSION OF THE PUBLIC REPORT

RESOLUTION TO EXCLUDE THE PUBLIC

RESOLUTION 2023/145

Moved: Cr Rick Stevens

Seconded: Cr Colin Pankhurst

That the public be excluded from the following parts of the proceedings of this meeting.

The general subject matter 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 of the Local Government Official Information and Meetings Act 1987 for the passing of this resolution are as follows:

General subject of each matter to be considered	Reason for passing this resolution in relation to each matter	Ground(s) under section 48 for the passing of this resolution
18.1 - Public Excluded Minutes of the Council Meeting held on 18 July 2023	s6(a) - the making available of the information would be likely to prejudice the maintenance of the law, including the prevention, investigation, and detection of offences, and the right to a fair trial	s48(1)(a)(i) - the public conduct of the relevant part of the proceedings of the meeting would be likely to result in the disclosure of information for which good reason for withholding would exist under section 6 or section 7
18.2 - Alpine Energy Shareholders Report - June 2023 and Board Skills Matrix	s7(2)(a) - the withholding of the information is necessary to protect the privacy of natural persons, including that of deceased natural persons s7(2)(b)(ii) - the withholding of the information is necessary to protect information where the making available of the information would be likely unreasonably to prejudice the commercial position of the person who supplied or who is the subject of the information s7(2)(h) - the withholding of the information is necessary to enable Council to carry out, without prejudice or disadvantage, commercial activities	s48(1)(a)(i) - the public conduct of the relevant part of the proceedings of the meeting would be likely to result in the disclosure of information for which good reason for withholding would exist under section 6 or section 7

18.3 - Chief Executive's Performance Review Committee Report	s7(2)(a) - the withholding of the information is necessary to protect the privacy of natural persons, including that of deceased natural persons	s48(1)(a)(i) - the public conduct of the relevant part of the proceedings of the meeting would be likely to result in the disclosure of information for which good reason for withholding would exist under section 6 or section 7
CARRIED		

19 RE-ADMITTANCE OF THE PUBLIC REPORT

RESOLUTION 2023/146

Moved: Cr Rick Stevens

Seconded: Cr Colin Pankhurst

That Council moves out of Closed Council into Open Council.

CARRIED

PUBLIC EXCLUDED RESOLUTION CARRIED INTO PUBLIC

3. 18.3 CHIEF EXECUTIVE'S PERFORMANCE REVIEW COMMITTEE REPORT

Council considered the recommendation from the Chief Executive's Performance Review (CEPR) Committee from their meeting of 20 July 2023.

RESOLUTION 2023/147

Moved: Cr Rick Stevens

Seconded: Cr Sandy McAlwee

That Council receives and considers the recommendations from the Chief Executive's Performance Review Committee:

- (a) That Council receives the Waimate District Council - Chief Executive Report; and
- (b) That Council approves the Key Performance Areas 2023-24 without amendments; and
- (c) That the Waimate District Council – Chief Executive Report, as below, and associated resolutions be moved in to public.

CARRIED

Waimate District Council – Chief Executive Report Chief Executive Performance Review – June 2023

Foreword

Given this will be the final performance review, I would like to take this opportunity to express my appreciation to the Waimate District Council for the past 7 years of incredibly rewarding, and, at times very challenging work.

I acknowledge that we have not conducted a formal performance review based on detailed performance criteria for some time. In the absence of formal performance reporting, I have worked to deliver on the following **Key Result Areas during 2022 - 2023**.

Employing and Providing Leadership to Staff**Expectation:**

- Fulfil the responsibilities of a good employer by implementing sound recruitment, recognition, retention, and development policies.
- Ensure statutory employer responsibilities are met.
- Ensure the Council actively reflects its EEO guidelines.
- Ensure Council is adequately resourced to deliver approved levels of service.
- Ensure council, in particular, me as the CE and the leadership team invest time and energy in monitoring the health and wellbeing of all staff during the past two years of elevated disruption and uncertainty (pandemic and government reform)
- Provide visible leadership to the executive leadership, and the rest of the organisation, by promoting a management style that harnesses the energy, commitment, and creativity of staff.
- Initiate and lead the management of change to ensure constant improvement in our organisation.
- performance, effectiveness, and responsiveness to changing environment, priorities and direction resulting in a 'can do – will do' attitude.
- Ensure total organisational commitment to exemplary public service.

Success has been measured by:

- All positions are filled by suitably qualified and competent staff.
- An appropriate human resources strategy is developed and implemented.
- Council's employment policies are in accordance with the law and "good employer" provisions - ongoing.
- Staff support
 - Support the WDC Dare-to-Care team that meet monthly and openly discuss health and wellbeing issues.
 - Maintain the free and confidential external staff wellbeing support service.
 - Engaged Taituara to run the "ask your team" survey and assess and discuss the results with the leadership team to address areas of softness in our leadership performance and implement solutions.
 - Maintain an understanding in all employees around "why the culture of our workplace matters".
- The people I manage are fairly acknowledged for their role and performance, are professional in approach and contribute individually and collectively to the organisation's success – 2023 staff survey.
- An appropriate organisation structure and environment is in place ensuring that approved levels of service, operational plans and objectives are implemented effectively and lawfully.
- I foster a 'can do – will do' attitude and culture that delivers performance, productivity, competence, and a focus on continuous improvement.

Effective and Efficient Management of Activities:

- Ensure Council and Committee meetings are adequately serviced in observance with the Council Standing Orders and guidance on best practice.
- Develop WDC as a respected organisation enabling the Waimate community to flourish building a resilient District (infrastructure, communities, natural and built environment).
- Establish and maintain effective working relationships with the Mayor and Elected Members.

- Develop and maintain strong visible working relationships with relevant external strategic partners, organisations, service providers, contractual partners, Iwi, stakeholders, and the media.
- Establish practices that build the diverse communities' capacity to effectively engage with the Council in a meaningful way so that there is a greater contribution to active participatory democracy.
- Ensure that the reputation of Council is enhanced through excellent performance.

Success has been measured by:

- The Council's assets are managed in accordance with best practice (within budget constraints).
- There is evidence of an ongoing focus on efficient, effective management of the Council's resources – assisted through fortnightly Leadership Team meetings and weekly "catch up meetings" with the Mayor and Deputy Mayor.
- Management of the Council's investments and fiscal health are monitored appropriately and reported accurately and in real-time.
- Ensure the prudent, effective, and efficient management and utilisation of Council resources, people, capital, and expenditure.
- Council receives minimal negative feedback from the public that is valid regarding the communication style and skills of frontline officers – Community satisfaction survey 2023.
- Always available and provide prompt response to Elected Member requests and a positive working relationship with all Councillors.
- Council's relationship with the media is professional and constructive.
- My ongoing participation in community issues relevant to the Council's strategies, objectives, and services.

Provision of Advice and Reporting to members of the Council and Community**Expectation:**

- Advise Council of the implications of proposed legislative changes, their legal responsibilities, and other matters relevant to the organisation.
- Ensure that Elected Members are provided with the appropriate guidance, advice and recommendations and professional development to enable the Council to fulfil their governance role.

Successful has been measured by:

- The financial and service performance of the Council is reported in accordance with statutory and agreed Council timeframes – Realtime, accurate Council reporting and Unqualified Audits.
- Council receives early advice on opportunities/risks/threats on a no surprises basis. – Audit and Risk Committee and weekly meetings between the CE, Mayor, and Deputy Mayor.
- My office and the Leadership team is responsive to Elected Members at both the Council and Community level.
- Elected Members are provided with the level of information required to enable them to fulfil their policy implementation, monitoring function and public responsibilities.
- Reports comply with the decision-making requirements of the Local Government Act, minimising the risk of legal challenge.

Looking back at the challenges of the past year

1. Local Government Reform

- 1.1. **Health and well-being of employees** – While it started three years ago, the pressure on staff has never been greater, and while I see no negative trend in illness or unexplained absences due to our work environment, this surprises me given the stress of reform, uncertainty, and constant higher than desirable workloads placed on key staff. This also validates my appreciation of the high calibre of staff here at WDC. Attracting and retaining good people is Council's number one risk, due, in most part to the government reform agenda and global shortage of skilled people to fill vacancies or recruit for permanent roles and short-term relief.
- 1.2. At the time of writing this report 18/04/2023 we have just completed a Council meeting and the second workshop for the 2024 to 2034 LTP, while completing the 2021 to 2022 Annual Plan (late due to Audit NZ resources) and receiving today, the timeline and audit plan for the 2022 to 2023 Annual Plan, with an expected Audit Opinion date of 31st October 2023. This means we will begin the Audit testing phase for the 2022/23 Annual Plan while completing the 2021/22 Annual Report (delayed at the request of Audit NZ) while working on the 2024 to 2034 LTP.
- 1.3. Fulfilling our Statutory obligations and the production of our planning documents is part of our daily business; however, we are still in the aftermath of COVID and lofty government reform tasks, and the resultant resource limitations of Audit NZ which makes for interrupted and increased workloads completed financial audits.
- 1.4. Staff wellbeing is also negatively affected by the time-hungry demands of dealing with the Department of Internal Affairs, Three Waters, National Transition Unit, and the constant DIA requests for information. At the back of staff minds are questions like, will we have to cut services? Will local government have to re-create itself and provide new services? and what could the core function of our council be in two years? Will I have a job in three years?

2. Working with COVID

- 2.1. I reflect on the impact of COVID and the leadership investment needed to keep WDC operating and delivering acceptable levels of service while protecting the health and wellbeing of staff. Central Government mandates of 'no-jab no-job' and the Vaccine Pass introduced a new level of complexity in staff mental health, retention, and general workplace management, with possible job losses, split crews, home isolation and constant general fears of employee's (and family) own morbidity.
- 2.2. It is important to note that we continued to provide a full suite of local government services, and a large number of staff also worked with community organisations delivering food and providing health related transport to the infirm and elderly of Waimate, we also assisted the Ministry of Health by running local drive thru COVID testing stations. History speaks for itself, we maintained all services, lost no employees through the no-jab no-job and Vax Pass mandates by adopting an approach of individual care, understanding, individual and group support, and modified work practices.

3. Drinking Water Standards and Nitrates

- 3.1. The Glenavy / Lower Waihao drinking water scheme breached the NZ Drinking Water Standard maximum level of Nitrogen NO₃ of <50ml/L. This necessitated a public notice announcing the water unsafe to drink and required the emergency installation of potable water tanks throughout the Glenavy community for the 600 users to fill containers (this occurred over the Christmas break and lasted for four months).
- 3.2. The issue of Nitrates in the ground water is a result of land-use and other environmental factors beyond the control of WDC. However, the time and effort required to maintain a

secondary source of drinking water, while time consuming, was insignificant compared to the incensed public social media reaction, agitated by groups at the public meetings, which, on behalf of the Council I fronted, defended the WDC response to this emergency and protected staff from the negative public backlash.

4. Waste to Energy Plant

- 4.1. In early September 2021, Council met with an executive officer from South Island Resource Recovery Ltd (SIRRL). A meeting took place between the SIRRL officer, Council Mayor, and CE, where we were informed of the intention of SIRRL to explore the possibility of building a \$350m waste to energy plant within the Waimate District. Over the preceding 18 months council (primarily the Mayor and CE) have been subject to regular social media claims of conflict of interest (supposedly openly supporting the plant and being a consenting authority) and “inviting SIRRL, as a company into the district.
- 4.2. The main protagonist making these accusations against council has been a community group. This matter has, and continues to consume a lot of time, although we have communicated several times that WDC completely rejects any assertion that the council “fobbed off concerned citizens”, or has not been totally impartial about this proposal, and notes the sweeping allegations are so far not supported with any evidence that WDC is aware of.

5. Capital Works Program

- 5.1. For the past two years, WDC has embarked on the most ambitious capital works program in its history, this level of capital works activity was mostly driven by mandatory upgrades of the rural drinking water supplies (WDC went early and accurately anticipated the outcome of the Havelock North Water Contamination Tribunal Report Recommendations). Another key capital project is the refurbishment of the council library, a project that had been included in the previous 5 WDC LTP's.

6. Conclusion

- 6.1. In conclusion on the year past, I have never, in 35 years experienced a testing time like the past two years from, but not limited to the following: - Managing employee fatigue – staff turnover - 3 waters reform - Future for Local Government - RMA reform - COVID – supply chain disruptions – Russia / Ukraine (global and local economies) – skilled worker shortage – Inflation, and cost of living challenges - **climate change & biodiversity and division within the local government sector (LGNZ, C4LD, Canterbury Mayoral Forum, IWI partnerships). In one way or another these challenges impact most businesses, but very few businesses face the same level of non-moderated public scrutiny.**
- 6.2. **The role of the Chief Executive** - Whilst being the second tier of government, local government round the world (and more-so here in New Zealand) is unique in that it straddles both the public and private spheres. On the one-hand, local government is about participation, both in terms of voting and contributing to the community we wish to live in, and on the other it is expected to deliver services efficiently with a shift in operational emphasis to policy and strategic activities that are similar to those of the private sector. This duality provides a complex leadership challenge for local government CE's and sets our roles apart from other public sector leaders in that we have multiple stakeholders and organisations to answer to and be responsible for.
- 6.3. **Henry Mintzberg on Strategy and Management - Mintzberg (1998)** whilst old, to me, remains very relevant to local government CE roles here in New Zealand, and more so, in smaller rural councils. The strategy presents these three aspects of the contemporary CE's role as a three 'edge' model. The '**operating edge**' is where the CE interacts with

managers and employees to bring about action from within the organisation. Second, the CE needs to interact with the '**stakeholder edge**', which is all of the external individuals, groups and organisations that engage with the local government. The third area for the CE is the '**political edge**', which is all of the elected officials and politicians both on the council and in other tiers of government.

The above highlights the symbiotic relationship between governance and management and why this relationship is so important to council overall performance.

The Year Ahead

7. Like all local authorities across New Zealand, The Waimate District Council has endured very challenging times over the last couple of years but remains in good shape. Through the pandemic, constant government reform and international turmoil, the Waimate District has emerged with relatively strong economic growth, employment opportunities and relative affordable housing. As we move into a new financial year, the high inflation rate, low unemployment, weather events, ongoing government reform and cost escalations mean the challenges will keep coming.
These core challenges will need Chief Executives to display and implement high-level strategic planning and communication skills, partnership building, stakeholder management and high-level change management acumen.
8. Whatever the political future holds 'post' October 14th 2023, council will need to be adaptable, ready to pivot, and worst-case scenario (forced amalgamations), be ready to salvage what we can for our staff and community.
9. **Governance / Management Culture** - One of the key risks to all councils is when the 'strategy and culture' within the elected members (governance), or the administration (management), or between 'governance and management' becomes strained and irreconcilable. Poor culture within an organisation leads to poor performance. Accepting the challenges ahead for WDC, governance and management culture will be key to success (as mentioned in 6.2 and 6.3 above). Value-adding governance and management groups work well as a team that deals effectively with the right issues at the right time and in the right manner. We operate within a high-performance culture that celebrates debate, thoughtful challenge and dissent, commitment, candour, and trust. In particular, this culture is characterised by effective relationships within the elected members and management, constituents, and other stakeholders.
10. **Council business as usual (BAU) – Concerns**
 - 10.1. **Dealing with the global skills shortage - for example** – WDC Building Compliance Authority (BCA) – WDC has attempted to recruit a second building inspection officer for the 18 months, investing around \$20k in recruitment activities that included advertising in Australia. Maintaining our IANZ accreditation is challenging enough with two senior officers, but if we do not replace the vacant building inspector position soon, we will struggle to maintain our BCA and IANZ accreditation.
We are working closely with Timaru and McKenzie Councils, however they have resource limitations also. We continue to explore the benefits of employing a cadet, but one of the challenges will be working with Timaru DC throughout the training phase for the cadet to obtain experience, for example, with multi-story buildings and other types of buildings not available in Waimate.
 - 10.2. At the time of writing this report, there were 67 vacancies across the Bay of Plenty Councils and 29 at Timaru DC, and during May 2023, we hear the announcement that Otago University is set to make several hundred staff, including academics, redundant as its student numbers drop drastically as they attempt to save \$60 million. So, in a period of very low unemployment and critical skills shortages, how can this be?

Unfortunately, central government views itself as the 'only solution' not realising it is the problem and needs to take a closer look at decentralisation. The Mayors Taskforce for jobs is a great example and this is an area of focus and opportunity for WDC.

- 10.3. **Skills Shortage Looking forward** – The local government sector need to work as collective to solve this growing challenge and 'grow our own'. New Zealand has 109 regional councillors, 11 regional chairs, 707 territorial authority councillors, 147 Auckland local board members and 67 mayors. Historically our water operations staff were required to attend Australian based training providers for any diploma level certification. Local government employs over 30,000 staff, and we do not jointly fund a centre of expertise within LGNZ or Taituara to drive recruitment and setup training pathways within our education institutions for guaranteed jobs in councils.
- 10.4. At a local level WDC needs to explore the introduction of work experience placements for high-school students and/or fixed-term employment of university graduates. At the National level we need to explore the options (though LGNZ or Taituara) to partner with New Zealand Tertiary College or Te Pukenga to develop a Certificate I – II – and III of Local Government Administration and, ensure organisations like Water NZ (or alternative) are catering for water and wastewater treatment courses to diploma level qualifications and above.
- 10.5. **Three Waters Reform Opportunities** – Following the October election and if the Labour Party retains government; the Three Waters Reform will proceed with pace. WDC has an opportunity to partner with Timaru and McKenzie Councils to explore the creation of a joint rural water scheme service unit which is permissible under Legislation with Water Entity approval. We also need to retain of some three waters capability within WDC for associated infrastructure, the Council will need to have a very active relationship with the Entity moving forward, particularly in the Three Waters space. I believe the establishment of a joint water services unit as mentioned above is also very relevant should there be a change of government and the Three Waters Reform Legislation is repealed.
- 10.6. **Suggested Key Performance Areas for the next 12 months**
- 10.6.1. **Focus on the core business of council.**
- 10.6.1.1. Recruit and retain the best people available.
 - 10.6.1.2. Operate and maintain our existing assets and services to a high standard.
 - 10.6.1.3. Deliver on our Capital works program.
 - 10.6.1.4. Meet all statutory monitoring and reporting obligations.
 - 10.6.1.5. Climate variability risks and responses, and Biodiversity interests - Resilience.
- 10.6.2. **Improve public communications, transparency, and accountability.**
- 10.6.2.1. Publicly share more information on council meeting debates and key decisions (Facebook, website, and publications)
 - 10.6.2.2. Promote what council does – 'what do we get for our rates' and/ or 'what does my council do for me' getting the "good stories" out in the public.
 - 10.6.2.3. Bring the community closer to decision making through participatory budgeting for example, projects like the Waitaki River, Forest Block refurbishment project, Glenavy.
- 10.7. **Improve public education on waste management and recycling.**
- 10.7.1.1. Greater education around domestic waste management and recycling

MOTION**RESOLUTION 2023/148**

Moved: Cr Colin Pankhurst

Seconded: Cr Rick Stevens

1. That Council receives the Chief Executive Officer 360 Report 2023; and
2. That the Chief Executive Officer 360 Report 2023, and associated resolutions be moved in to public.

CARRIED

Chief Executive Officer 360° Report 2023

As a component of the annual CEO Review Process, the Chief Executive, Stuart Duncan, participated in a 360° Survey.

As is consistent with other surveys of a similar type, the invitations were extended to eight senior staff members, all Councillors and nine external stakeholders. All staff, four of the nine stakeholders and seven of the nine Councillors participated in the survey.

The survey explored a number of leadership competencies, specifically strategy, operational delivery, advocacy for Council, leadership, relationships and overall performance. In each of those areas participants were asked a number of questions and also had the opportunity to make verbatim responses.

The scoring range used to assess the results was from 1 to 5 on the following scale:

- 1 – significant development opportunity
- 2 – development opportunity
- 3 – fully competent
- 4 – strength
- 5 – outstanding strength.

While there were variations in individual responses across participant groups, the overall results were very strong and compared most favourably to comparative 360° surveys which we have conducted for other CEOs in local government.

The overall results are as follows:

- Strategy – 3.7
- Operational Delivery – 3.8
- Advocacy for Council – 4.3
- Leadership – 3.9
- Relationship Management – 3.8
- Overall Performance Rating – 4.2

The Sub Committee spent time with Mr Duncan exploring individual question responses.

Particular areas of note reflected the CEO's accessibility, his ability to adequately and appropriately represent Council with external stakeholders, his engagement at relevant public occasions to represent Council, championing the Council's decisions in a credible way and as a representative of Council instilling confidence and creates a positive image of Council.

It is further noted that there was no individual question which scored rating below 3.0.

Overall, this is a very positive result for Mr Duncan and indicates strong support from not only Councillors but also senior staff and stakeholders.

RESOLUTION 2023/149

Moved: Cr Colin Pankhurst

Seconded: Cr Rick Stevens

1. That Council receives the Chief Executive Remuneration and Employment Agreement Report; and
2. That Council approves a 4% increase to the Chief Executive remuneration (effective as at 1 July 2023); and
3. That resolutions 1 and 2 are moved in to public.

CARRIED

Financial implications/budget

As this increase was budgeted for there are no implications to the budget

Current salary of Chief Executive:

Base salary: \$221,578

Superannuation at 8.19%:\$18,157

Motor Vehicle benefit: \$24,514

Communication / Telephone: \$678

Total package: \$264,927

The Annual Plan 2023/24 budget allows for the following:

Base salary: \$230,441

Superannuation: \$18,930

Communication / Telephone: \$700

Employment benefit expense: \$250,071

Motor Vehicle benefit: \$24,514

(This is based in the prior year and may increase when updated methodology is received)

Total package: \$274,585

MEETING CLOSURE

There being no further business, the Chair declared the meeting closed at 3.40pm.

The Minutes of this meeting are to be confirmed at the Ordinary Council Meeting scheduled on 19 September 2023.

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CHAIRPERSON