

SOUTH WAIRARAPA DISTRICT COUNCIL

20 FEBRUARY 2019

AGENDA ITEM E2

GOVERNANCE REVIEW, COUNCIL COMMITTEES AND WORKING PARTIES STRUCTURES

Purpose of Report

To inform Councillors of the Council committees and working party structure developed from the Governance Review recommendations

Recommendations

Officers recommend that the Council:

1. *Receive the Governance Review, Council Committees and Working Parties Structures.*
2. *Adopt the Committee and Working Party Structure.*
3. *Adopt the draft Terms of Reference for the committees.*
4. *Adopt the SWDC Affirmation to be read at the beginning of Council and committee meetings.*
5. *Note that all recommendations from the Governance Review Report from EQUIP Watson Peters have been discussed, adopted or implemented.*
6. *Recommend that a Community Board Working Party be established to determine if the current level of delegations is still appropriate and recommend any changes to Council.*
7. *The membership of the Community Board Working Party will be, Mayor, Cr Colenso, Cr Wright, Cr Vickery, Chairs of Featherston, Greytown and Martinborough Community Boards.*
8. *The Community Board Working party will develop a Terms of Reference and report their findings to the 15 May Council meeting.*
9. *Adopt the South Wairarapa District Council Governance Statement.*
10. *To adopt the Council Calendar of ordinary meetings as attached in Appendix 3 for all Committees and delegate to the Chief Executive the authority to alter the schedule of ordinary meetings following consultation with the Chair.*
11. *Note that the new structure will require more administration support.*
12. *Note that under the current determination from the Remuneration Authority changes to the remuneration of councillors or other committee members can be made by a resolution of council. Any change would impact all councillors' remuneration.*
13. *Note that a revised meeting calendar incorporating the new structure has been circulated and attached.*

1. Background

In April 2018 the Mayor instigated a Governance Review after the resignation of Councillor Harwood. The Review was completed by EQUIP with a report presented to Council in September 2019 (Appendix 4). A workshop took place in October facilitated by Mike Reid LGNZ to discuss the recommendations in the report. A councillor only session followed the workshop discussion, all recommendations in the report were addressed. Council nominated a sub group consisting of the Mayor, Cr Colenso and Cr Wright to recommend to council a new Council structure.

2. Discussion

2.1 Administration Support and Financial Considerations

The proposed structure will require additional governance support. This has been assessed at .7 FTE plus associated overheads.

The associated costs will be managed from existing budgets for the 18/19 year with the actual increase included within the 19/20 Annual Plan proposed budgets.

2.2 Remuneration of Chairs

A committee chair is a role requires a greater workload than a member of a committee. I propose that at the time of the next Remuneration Authority determination the role of Committee Chair is remunerated to compensate for the extra time the role will require.

Advice from the Remuneration Authority states that council could change the current allocations by resolution of council but that would affect all councillors' remuneration as we cannot alter the allocated amount.

The next allocation will be after the next election, the system is changing to a pool for council remuneration including base pay, committee chairs and deputy mayor etc. The remuneration authority will shortly be giving council an indication of the size of the pool. Council will then need to address how this will work for SWDC. Councils will be asked to make a call how the pool will be allocated for the next triennium.

2.3 Agendas for Committees

The Asset and Services Committee, Finance, Audit and Risk Committee and the Planning and Regulatory Committee will consider the Group Managers reports in their agendas. These will be reported to Council through the committee minutes.

2.4 Public Participation at Committee Meetings

Public participation will be available at the beginning of each committee meeting. Public Participation is welcomed and will be directed to the most appropriate committee or council meeting by the Council or Committee Secretary.

3. Proposed Committee Structure

The sub group used the information provided by Mike Reid, the discussion at the workshop and research into other council structures to ascertain the best structure for SWDC. The group determined that a new structure would ensure there was more transparency in Council decision making. The group recommends the following structure to be adopted:

3.1 Assets and Services Committee

- Membership: Mayor, 6 councillors, (1 ward rep and rest skill based), 3 Community Board Chairs, MSC Chair.
- Chair: Appointed by Mayor.
- Meetings: 6 weekly.

3.2 Water Race Sub-committee (of the Assets and Services Committee)

- Membership: 2 councillors, 3 reps from Moroa Water Race area, 1 must be a Greytown Urban rep, 2 reps from Longwood Race Area
- Chair elected for the triennium.
- At least 3 times per year.

3.3 Planning and Regulatory Committee

- Membership: Mayor, 6 councillors, (1 representative from each ward and rest skill or interest based), 3 Community Board Chairs, MSC Chair.
- Chair appointed by Mayor.
- Meetings 6 weekly.

3.4 Spatial Plan Sub-committee

- Formed when necessary, membership to be determined.

3.5 Finance, Audit and Risk Committee

- Membership: Mayor, Deputy Mayor (Chair), 3 councillors.
- Meetings at least quarterly.

3.6 Chief Executive Review Committee

- Membership: Mayor (Chair), Deputy Mayor, 2 councillors appointed by the Mayor, an HR management specialist may be engaged to provide advice to the Committee but is not a member of the Committee.
- All councillors participate in a pre-review workshop to discuss performance matters.
- Meetings at least 6 monthly.

3.7 Maori Standing Committee

- Membership: 3 councillors.
- TOR are being reviewed.

3.8 LTP/AP Working Party

- Membership: all councillors, 3 Community Board Chairs, MSC Chair.
- Chair: Mayor
- Meetings as required in lead up to LTP or Annual Plan.

3.9 Community Safety and Resilience Working Party

- Membership: three councillors, one representative from each community board, other representatives as per the terms of reference.
- Chair: to be a councillor
- Meetings to be held quarterly

3.10 Draft Terms of Reference

Draft terms of reference for the new committees are attached in Appendix 2. It is recommended that these TOR are adopted and that the committees review their TOR and recommend changes to Council in due course. Sub-committee TOR should be reviewed by the committee that it reports to.

4. Constitution of Committees and Appointments

4.1 Internal Working Groups

As per s. 41A (3) and (4) of the LGA 2002, I have elected to establish the following committees and working groups and make the following appointments. Where available, the terms of reference is attached in the appendices.

| Internal Committees/Working Groups | Appointments including chair appointments (where applicable) |
|---|---|
| Martinborough Community Board | |
| Featherston Community Board | |
| Greytown Community Board | |
| Maori Standing Committee | |
| Assets and Services Committee | |
| District Licensing Committee | |
| Chief Executive Officer's Review Committee | |
| Finance, Audit and Risk Committee | |
| Planning and Regulatory Committee | |
| Spatial Plan Sub-committee | |
| South Wairarapa AP/LTP Working Party | |
| Community Safety and Resilience Working Party | |
| Civic Awards Working Party | |
| Sport NZ Rural Travel Fund Assessment Group | |
| Hearings Committee | |
| Creative Communities Assessment Group | |
| Water Race Sub-committee | |
| Tenders Working Party | |

| Internal Committees/Working Groups | Appointments including chair appointments (where applicable) |
|---|---|
| Community Housing Working Party | |
| Council Logo and Branding Working Party | |
| Accommodation Working Party | |
| Community Board Working Party | |

4.2 Joint Working Groups/Committees

Appointments to joint working groups/committees are as follows:

| Joint Committees | Appointment |
|--|--------------------|
| Wairarapa Library Service Committee (joint) | |
| Wairarapa Combined District Plan Working Group (joint) | |
| Wairarapa Policies Working Group (joint) | |
| Wairarapa Economic Development Strategy Governance Group (joint) | |
| Wellington Region Waste Management and Minimisation Plan Committee (joint) | |
| Wellington Region Waste Forum | |

5. Appointment of Council Representatives to Outside Bodies

I have made the following external appointments. The relevant terms of reference or constitution will be forwarded to elected members.

| External Appointments or Joint Committees | Appointment |
|---|--------------------|
| (GWRC) Wairarapa Committee | |
| (GWRC) Waiohine Floodplain Management Steering Group | |
| (GWRC) Awhea Opouawe Scheme Committee | |
| (GWRC) Lower Valley Development Scheme Advisory Committee | |
| (GWRC) Whitua Committee | |
| (GWRC) Wellington Region Climate Change Working Group | |
| GWRC Cycle Trails | |
| Destination Wairarapa Inc | |
| Wairarapa Road Safety Council | |
| Cobblestones Museum Trust | |
| Wairarapa Safer Community Trust Board | |
| Healthy Homes | |
| Palliser to Pukaha P2P | |
| Wairarapa Moana Statutory Board (not yet formed) | |
| Wairarapa Moana Governance Group | |
| Regional Transport Committee (NZTA) | |
| Remutaka Hill Road Committee | |
| Arbor House Trust Board | |

6. Governance Statement

Councillors reviewed the Governance Statement and updated it to reflect the current governance structure of SWDC. The Governance Statement is attached in Appendix 5 and is now presented for adoption in accordance with the LGA.

7. Affirmation

One of the recommendations of the Governance Review was for Council to consider and adopt the Values, Behaviours and Character and create a booklet to reflect these. During the workshop Council determined that a SWDC Affirmation read at the beginning of each Council and committee meeting would encapsulate the booklet. The Affirmation will be printed at the beginning of each agenda.

SWDC Affirmation

We pledge that we will faithfully and impartially use our skill, wisdom and judgement throughout discussions and deliberations ahead of us today in order to make responsible and appropriate decisions for the benefit of the South Wairarapa district at large.

We commit individually and as a Council to the principals of integrity and respect, and to upholding the vision and values we have adopted in our Long Term Plan strategic document in order to energise, unify and enrich our district.

8. Appendices

Appendix 1 –Table of Appointments (to be tabled)

Appendix 2 –Draft Terms of Reference

Appendix 3 –Committee Calendar

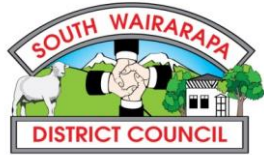
Appendix 4 –Governance Review Report

Appendix 5 –Governance Statement

Prepared by: Her Worship the Mayor, Viv Napier

Appendix 1 –Table of Appointments

Appendix 2 – Draft Terms of Reference



SOUTH WAIRARAPA DISTRICT COUNCIL

PLANNING AND REGULATORY COMMITTEE

TERMS OF REFERENCE

1. Purpose

The Planning and Regulatory Committee is established for the purposes of:

- providing advice and recommendations to Council on planning and regulatory matters and monitoring major Council projects .
- Monitoring of major Council projects that are of a nature which pose significant risk or high community impact.

2. Roles and Responsibilities

Services including the provision and maintenance of:

- Resource consent acquisition, ~~or implementation~~ or monitoring
- Such other functions as may be delegated by Council from time to time.

Commented [SC-CS1]: Viv: Monitoring

3. Accountability and reporting

Within the parameters of the Local Government Act, and having regard to the powers, functions and responsibilities of the Chief Executive Officer, the Committee is charged with providing advice and recommendations to Council regarding:

The development and implementation of Council regulatory policy or bylaws

- Monitoring of major planning projects.
- The Committee is accountable to Council.

4. Delegations

Formatted: English (United Kingdom)

5. Membership

Membership of the Committee is as follows:

- Mayor
- Six councillors (1 representative from each ward and rest skill or interest based)
- Three community board chairs
- Māori Standing Committee chair

Commented [SC-CS2]: Viv: from each ward

6. Operating model

6.1 Meetings

6.1.1. Timing and frequency

Meetings will be held every six weeks.

6.1.2. Location

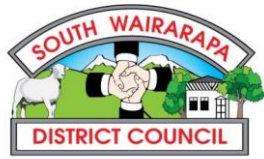
Meetings will be held in the Waihinga Centre in Martinborough unless otherwise agreed by the Committee.

6.1.3. Quorum

Half the allotted members will constitute a quorum.

6.1.4. Chair

The chair will be appointed by the Mayor.



SOUTH WAIRARAPA DISTRICT COUNCIL

CHIEF EXECUTIVE OFFICER'S REVIEW WORKING PARTY

TERMS OF REFERENCE

1. Purpose

To review the performance of the South Wairarapa District Council Chief Executive (CE) on an annual basis.

- To give feedback to the CE on the effectiveness of his performance.
- To suggest areas for improvement for the CE.
- To identify any areas for development for the CE.
- To review the CE's salary and make a recommendation for Council to approve on an annual basis.

2. Role and Responsibility

- Establishment of a Performance Agreement with the CE including agreed Key Result Areas (KRAs) and Key Performance Indicators (KPIs)
- Ensure there are 3 monthly reviews with external consultant, Mayor and CE to check for progress and/or issues
- Working party to complete half yearly reviews and feedback to CE in conjunction with external consultant, with the summary reported to Council.
- Ensure CE completes a self-assessment report each year.
- Arrange for confidential feedback to be provided by Councillors to external consultant to be compiled into one document to be reported to the full Council.
- Complete formal review in conjunction with external consultant.
- Ensure the CE attends appropriate professional development courses and conferences throughout the year.

Commented [SC-CS1]: Viv's update

3. Delegations

- The Chief Executive Officer's Review Working Party is accountable to Council.
- Written progress reports from the human resource management specialist will be submitted to Council as required but at least once a year.
- The authority to authorise advertising for the position of CE.

4. Membership

Membership of the Working Party is as follows:

- Mayor (Chair)
- Deputy Mayor
- Two councillors appointed by the Mayor.
- A human resource management specialist may be co-opted to provide advice to the Working Party but is not a member of the Working Party.

All councillors participate in a pre-review workshop to discuss performance matters.

5. Operating model

5.1 Meetings

5.1.1. Timing and frequency

Meetings will be held at least six monthly or as required throughout the year.

5.1.2. Location

Meetings will be held in Martinborough unless otherwise agreed by the Committee.

5.1.3. Quorum

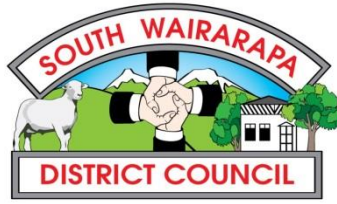
~~Two members will constitute a quorum. A quorum will be half the Committee membership.~~

Commented [SC-CS2]: Council can set, must be at least 2.

5.1.4. Secretariat

Secretariat services to be provided by the human resource management specialist ~~or governance support, in consultation with the Chair.~~

Commented [SC-CS3]: This could and should stay if you wanted minutes to be taken by the HR specialist



SOUTH WAIRARAPA DISTRICT COUNCIL

ASSETS AND SERVICES COMMITTEE

TERMS OF REFERENCE

1. Purpose

The Assets and Services Committee is established for the purposes of:

- Providing advice and recommendations to Council regarding the strategic management of council assets.
- Monitoring of major Council projects that are of a nature which pose significant risk or high community impact.
- Aligning Council's management of assets and infrastructure to its long term strategic objectives.

2. Roles and Responsibilities

To enable:

- the provision of engineering and non-engineering services to maintain and improve cost, safety and quality.
- the determination and implementation of policies in respect to the delivery of services to the community.
- to liaise with, and assist local communities to achieve their services objectives within Council's legislative responsibilities.
- to assist the community in the maintenance and improvement of amenities and the environment.

Services including the provision and maintenance of:

- Roads
- Footpaths
- Signs / bridges / lights
- Parking and traffic planning
- Major projects
- Provision of potable water and reticulation system
- Water reservoirs
- Treatment plants / pumping stations
- Monitoring of Quality of Drinking Water Standards

- Wastewater treatment and disposal
- Stormwater management
- Public toilets
- Solid waste disposal / landfills
- Litter / rubbish collection
- Civil Defence / rural fire
- Libraries
- Parks and reserves
- Swimming pools
- Cemeteries
- Sportsfields
- Garden and road reserve maintenance
- Trees, plants and landscaping
- Reserve Management Plans
- Coastal / esplanade reserve management
- Development Contributions / subdivision requirements (inc. water connections and lateral issues)
- Such other functions as may be delegated by Council from time to time.

The development and implementation of Council policy relating to the management and utilisation of Council assets and infrastructure.

- The monitoring and potential implementation strategies for the sporting facilities priorities of the SWDC.
- The monitoring, development and implementation of Council's Strategic Asset Management Plans in accordance with Council's Asset Management Policy.
- Opportunities to either acquire new assets or dispose of assets in accordance with Council's Disposal of Land and Assets Policy.
- Monitoring of major projects
- The opportunities to further develop strategic transport and integration of transport needs of the Community.
- The Committee is accountable to Council.

3. Delegations

4. Membership

Membership of the Committee is as follows:

- Mayor
- Six councillors (1 ward representative and rest skill based)
- Three community board chairs
- Māori Standing Committee chair

5. Operating model

5.1 Meetings

5.1.1. Timing and frequency

Meetings will be held every six weeks.

5.1.2. Location

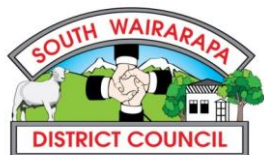
Meetings will be held in the Waihinga Centre in Martinborough unless otherwise agreed by the Committee.

5.1.3. Chair

The chair will be appointed by the Mayor.

5.1.4. Quorum

Half the allotted members will constitute a quorum.



SOUTH WAIRARAPA DISTRICT COUNCIL

WATER RACE SUB-COMMITTEE OF ASSETS AND SERVICES COMMITTEE

Commented [SC-CS1]: Viv: 'Sub' Committee of Assets and Services

TERMS OF REFERENCE

1. Purpose

To assist in the governance and management of the Longwood and Moroa Water Race systems.

2. Accountability and reporting

As an interfacing agent the Water Race Committee has a responsibility to both water racer users and the Council to aid in achieving the outlined aims.

- The group shall report as necessary, but not less than yearly in the month of February, to water race users. This date will enable users and SWDC to factor any required activities into Annual Planning processes as may be required.
- Assist in the provision of an effective interface and communication mechanism for dialogue between water race users and Council
- The on-going review of the relevance ~~and~~ functionality of both the Longwood and Moroa Water Race systems existing design ~~today and~~ into the future; their general purposes, operating & maintenance principles and management. This will include the establishment and any future application of a formal process for the closure or correction of channels.
- Provide user based consideration into all resource consent, by-law, code of practice and rating requirements and any other related matters.
- Representation from time to time on behalf of users and Council at relevant district forums such as Fonterra, Federated Farmer, Greater Wellington Regional Council and others as the Committee deems appropriate or necessary.
- Specific consideration to all Greytown urban waterways and storm water channels as per all previous points; to consider implications and make recommendations to Council as required.

Commented [SC-CS2]: Viv: Wordy?

3. Delegations

- Appointment of new community representatives to the Committee as required and in accordance with membership requirements.

Commented [SC-CS3]: Added as a suggestion as many of the members are external. Creative Communities are responsible for appointing their new members.

4. Membership

4.1 Committee Membership

Membership of the Committee is as follows:

- Two councillors
- Three representatives from Moroa Water Race area (one must be a Greytown urban representative)
- Two representatives from Longwood Water Race area

4.2 Chairperson

The chair is elected ~~on an annual basis~~ from within the Committee ~~for the triennium~~.

5. Operating model

5.1 Meetings

5.1.1. Timing and frequency

Meetings will be held ~~quarterly~~ at least three times a year, ~~with an ordinary meeting schedule for the coming year adopted by Council.~~

5.1.2. Location

Meetings will be held in the ~~Waiinga Centre in Martinborough~~ Greytown Town Centre, Greytown unless otherwise agreed by the Committee.

Commented [SC-CS4]: Viv: Greytown Town Centre

5.1.3. Quorum

~~Is not fewer than two members of the Committee.~~

Commented [SC-CS5]: This is prescribed in LGA. Can be higher but needs to be set in TOR.

5.2 Remuneration

[To be considered later]

Commented [SC-CS6]: This was in the existing TOR.



SOUTH WAIRARAPA DISTRICT COUNCIL

FINANCE, AUDIT AND RISK COMMITTEE

TERMS OF REFERENCE

1. Purpose

The purpose of the Finance, Audit and Risk Committee is to provide independent assurance and assistance to the Council on SWDC's risk, control and compliance framework, and its external accountability responsibilities.

2. Delegations

- To obtain any information it needs from any employee and/or external party (subject to their legal obligation to protect information);
- To discuss any matters with the external auditor, or other external parties (subject to confidentiality considerations);
- To request the attendance of any employee, including the Chief Executive, at meetings; and
- To obtain external legal or other professional advice, as considered necessary to meet its responsibilities, at SWDC's expense.

3. Membership

Membership of the Committee is as follows:

- Deputy Mayor (Chair)
- Mayor
- Three councillors

The members, taken collectively, will have a broad range of skills and experience relevant to the operations of SWDC. At least one member of the Committee should have accounting or related financial management experience with an understanding of accounting and auditing standards in a public sector environment.

Commented [SC-CS1]: Think this is a given

4. Role and responsibilities

The Committee has no executive powers.

The Committee is directly responsible and accountable to the Council for the exercise of its responsibilities. In carrying out its responsibilities, the Committee must at all times recognise that primary responsibility for management of SWDC rests with the Chief Executive.

Commented [SC-CS2]: Viv: This is stating the obvious

4.1 Risk management

The Committee responsibilities are to:

- review whether management has in place a current and comprehensive risk management framework, and associated procedures for effective identification and management of SWDC financial and business risks, including fraud;
- review whether a sound and effective approach has been followed in developing strategic risk management plans for major projects or undertakings;
- review the effect of SWDC's risk management framework on its control environment and insurance arrangements;
- review whether a sound and effective approach has been followed in establishing SWDC's business continuity planning arrangements, including whether disaster recovery plans have been tested periodically; and
- review SWDC's fraud control plan and satisfy itself that SWDC has appropriate processes and systems in place to capture and effectively investigate fraud-related information.

Commented [SC-CS3]: Viv: Monitoring financials

4.2 Control framework

The Committees responsibilities are to:

- review whether management's approach to maintaining an effective internal control framework, including over external parties such as contractors and advisers, is sound and effective;
- review whether management has in place relevant policies and procedures, and that these are periodically reviewed and updated;
- determine whether the appropriate processes are in place to assess, at least once a year, whether policies and procedures are complied with;
- review whether appropriate policies and procedures are in place for the management and exercise of delegations;
- consider how management identifies any required changes to the design or implementation of internal controls; and
- review whether management has taken steps to embed a culture which is committed to ethical and lawful behaviour.

4.3 External accountability

The Committees responsibilities are to:

- review the financial statements and provide advice to the Council and Chief Executive (including whether appropriate action has been taken in response to audit recommendations and adjustments), and recommend their signing by the Chief Executive and Mayor;
- satisfy itself that the financial statements are supported by appropriate management sign-off on the statements and on the adequacy of the systems of internal controls;
- review the processes in place designed to ensure that financial information included in SWDC annual report is consistent with the signed financial statements;
- satisfy itself that SWDC has appropriate mechanisms in place to accurately report legislated service performance information;
- satisfy itself that SWDC has appropriate mechanisms in place to review and implement, where appropriate, relevant external audit reports and recommendations; and
- satisfy itself that SWDC has a performance management framework that is linked to organisational objectives and outcomes.

4.4 Legislative compliance

The Committees responsibilities are to:

- determine whether management has appropriately considered legal and compliance risks as part of SWDC's risk assessment and management arrangements; and
- review the effectiveness of the system for monitoring SWDC's compliance with relevant laws, regulations, and associated government policies.

4.5 Internal audit

The Committees responsibilities are to:

- act as a forum for communication between the Chief Executive, senior management, and internal and external auditors;
- review the internal audit coverage and annual work plan, ensure that the plan is based on SWDC's risk management plan, and recommend approval of the plan by the Council;
- advise the Council on the adequacy of resources to carry out the internal audit, including completion of the approved internal audit plan;
- oversee the co-ordination of audit programmes conducted by the internal and external auditors and other review functions;
- review all audit reports and provide advice to the Council on significant issues identified in audit reports and action taken on issues raised, including identification and dissemination of good practice;
- monitor management's implementation of the internal auditor's recommendations;
- review the internal audit charter to ensure that appropriate organisational structures, authority, access, and reporting arrangements are in place;

4.6 External audit

The Committees responsibilities are to:

- act as a forum for communication between the Chief Executive, senior management, and internal and external auditors;
- provide input and feedback on the financial statements and the audit coverage proposed by the external auditor, and provide feedback on the audit services provided;
- review all external plans and reports for planned or completed audits and monitor management's implementation of audit recommendations;
- oversee the co-ordination of audit programmes conducted by the internal and external auditors and other review functions: and
- provide advice to the Council and CEO on action taken on significant issues raised in relevant external audit reports and good practice guides.

4.7 Projects

- Review risk management plans for significant projects.

5. Administrative arrangements

5.1 Meetings

The Committee will meet ~~every six weeks at least quarterly~~. A special meeting may be held to review SWDC's annual report.

Commented [SC-CS4]: Viv: At least quarterly.

5.2 Attendance at meetings and quorums

A quorum will consist of a majority of the Working Party members.

Meetings can be held in person, by telephone, or by video conference.

The Group Manager Corporate Support Finance Team Leader and CEO will be invited to attend each meeting, unless requested not to do so by the chairperson of the Working Party. The Committee may also ask External Audit or other employees to attend Working Party meetings or participate for certain agenda items.

The Committee or members of will meet separately with both the internal and external auditors at least once a year.

5.3 Assessment arrangements

The chairperson of the Committee, in consultation with the Mayor and CEO, will initiate a review of the performance of the Committee at least once every two years. The review will be conducted on a self-assessment basis unless otherwise determined by the Mayor with appropriate input sought from the Chief Executive, the internal and external auditors, management, and any other relevant stakeholders, as determined by the Mayor in discussion with the chairperson of the Committee.

5.4 Review of terms of reference

At least once every three years, the Committee will review this terms of reference. This review will include consultation with the Council and CEO.

Any substantive changes to the terms of reference will be recommended by the Committee and formally approved by the Council.

Commented [SC-CS5]: Two is too frequent, three aligns with elections and a change of committee structure.

Appendix 3 – Committee Calendar

| 2019 | JANUARY | FEBRUARY | MARCH | APRIL | MAY | JUNE | JULY | AUGUST | SEPTEMBER | OCTOBER | NOVEMBER | DECEMBER | 2019 |
|------|----------------------|------------------|-------------------------|------------------|-------------------|--------------------|--------------------|------------------|--------------------------|----------------|-----------------|------------------|------|
| MON | | | | 1 | | | 1 | | | | | | MON |
| TUE | 1 New Years Day | | | 2 | | | 2 | | | 1 | | | TUE |
| WED | 2 Public Holiday | | | 3 COUNCIL | 1 Assets/Planning | | 3 | | | 2 | | | WED |
| THU | 3 | | | 4 | 2 | | 4 | 1 | | 3 | | | THU |
| FRI | 4 | 1 | 1 | 5 | 3 | | 5 | 2 | | 4 | 1 | | FRI |
| SAT | 5 | 2 | 2 | 6 | 4 | 1 | 6 | 3 | | 5 | 2 | | SAT |
| SUN | 6 | 3 | 3 | 7 | 5 | 2 | 7 | 4 | 1 | 6 | 3 | 1 | SUN |
| MON | 7 | 4 | 4 | 8 | 6 MSC | 3 Queens Birthday | 8 LG Conference | 5 | 2 | 7 | 4 | 2 | MON |
| TUE | 8 | 5 | 5 | 9 | 7 | 4 FCB | 9 LG Conference | 6 | 3 | 8 | 5 | 3 | TUE |
| WED | 9 | 6 Waitangi Day | 6 APWP/WLS/CSRWP | 10 Zone 4 | 8 APWP | 5 GCB/FAR/CSRWP | 10 | 7 COUNCIL/Zone 4 | 4 Assets/Planning /CSRWP | 9 | 6 Zone 4 | 4 | WED |
| THU | 10 | 7 APWP | 7 Rural & Prov | 11 CB Conference | 9 | 6 MCB/Rural & Prov | 11 | 8 | 5 | 10 | 7 | 5 | THU |
| FRI | 11 | 8 | 8 Rural & Prov | 12 CB Conference | 10 | 7 Rural & Prov | 12 | 9 | 6 | 11 | 8 | 6 | FRI |
| SAT | 12 | 9 | 9 | 13 CB Conference | 11 | 8 | 13 | 10 | 7 | 12 POLLING DAY | 9 | 7 | SAT |
| SUN | 13 | 10 | 10 | 14 | 12 | 9 | 14 | 11 | 8 | 13 | 10 | 8 | SUN |
| MON | 14 | 11 MSC | 11 | 15 | 13 | 10 | 15 | 12 | 9 MSC | 14 | 11 | 9 | MON |
| TUE | 15 | 12 | 12 FCB | 16 | 14 | 11 | 16 FCB | 13 | 10 | 15 | 12 | 10 | TUE |
| WED | 16 | 13 Rating Review | 13 GCB | 17 MCB | 15 COUNCIL | 12 APWP(crs)/CC SW | 17 GCB | 14 | 11 CC MDC | 16 | 13 CC GWRC | 11 | WED |
| THU | 17 | 14 | 14 MCB | 18 | 16 | 13 | 18 MCB | 15 | 12 | 17 | 14 | 12 | THU |
| FRI | 18 | 15 | 15 | 19 Good Friday | 17 | 14 | 19 | 16 | 13 | 18 | 15 | 13 | FRI |
| SAT | 19 | 16 | 16 | 20 | 18 | 15 | 20 | 17 | 14 | 19 | 16 | 14 | SAT |
| SUN | 20 | 17 | 17 | 21 | 19 | 16 | 21 | 18 | 15 | 20 | 17 | 15 | SUN |
| MON | 21 Wgtn Anniversary | 18 | 18 | 22 Easter Monday | 20 | 17 MSC | 22 | 19 | 16 | 21 | 18 | 16 | MON |
| TUE | 22 | 19 | 19 | 23 FCB | 21 | 18 | 23 | 20 | 17 | 22 | 19 | 17 | TUE |
| WED | 23 | 20 COUNCIL/APWP | 20 APWP/Assets/Planning | 24 GCB | 22 | 19 Assets/Planning | 24 Assets/Planning | 21 | 18 COUNCIL | 23 | 20 | 18 FAR | WED |
| THU | 24 | 21 | 21 | 25 Anzac Day | 23 | 20 | 25 | 22 | 19 | 24 | 21 Rural & Prov | 19 | THU |
| FRI | 25 | 22 | 22 | 26 | 24 | 21 | 26 | 23 | 20 | 25 | 22 Rural & Prov | 20 | FRI |
| SAT | 26 | 23 | 23 | 27 | 25 | 22 | 27 | 24 | 21 | 26 | 23 | 21 | SAT |
| SUN | 27 | 24 | 24 | 28 | 26 | 23 | 28 | 25 | 22 | 27 | 24 | 22 | SUN |
| MON | 28 | 25 | 25 MSC | 29 | 27 | 24 | 29 MSC | 26 | 23 | 28 Labour Day | 25 | 23 | MON |
| TUE | 29 FCB | 26 | 26 | 30 | 28 | 25 | 30 | 27 FCB | 24 | 29 | 26 | 24 | TUE |
| WED | 30 GCB/Rating Review | 27 | 27 APWP/FAR | | 29 AP Hearing | 26 COUNCIL | 31 | 28 GCB/FAR | 25 | 30 | 27 | 25 Christmas Day | WED |
| THU | 31 MCB | 28 | 28 CC CDC | | 30 AP Hearing | 27 | | 29 MCB | 26 | 31 | 28 | 26 Boxing Day | THU |
| FRI | | | 29 | | 31 AP Hearing | 28 | | 30 | 27 | | 29 | 27 | FRI |
| SAT | | | 30 | | | 29 | | 31 | 28 | | 30 | 28 | SAT |
| SUN | | | 31 | | | 30 | | | 29 | | | 29 | SUN |
| MON | | | | | | | | | 30 | | | 30 | MON |
| TUE | | | | | | | | | | | | 31 | TUE |

| | |
|----------------|---|
| APWP | Annual Plan Working Party |
| CC | Combined Council (host Council) |
| COUNCIL | District Council meeting |
| FAR | Finance, Audit and Risk Committee |
| CSRWP | Community Safety and Resilience Working Party |
| CEO | CEO Review Committee (to be added) |
| Sub-Committees | To be added |

| | |
|----------|-----------------------------------|
| Assets | Assets and Services Committee |
| Planning | Planning and Regulatory Committee |
| MCB | Martinborough Community Board |
| FCB | Featherston Community Board |
| GCB | Greytown Community Board |
| MSC | Māori Standing Committee |

Note: Only Council, community board, committee (including hearings) and sub-committee meetings are open to the public.

Appendix 4 – Governance Review Report

South Wairarapa

**FIT FOR PURPOSE: A REVIEW OF SOUTH WAIRARAPA
DISTRICT COUNCIL'S GOVERNANCE PROCESSES**

August 2018

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Key Findings

While South Wairarapa District Council (SWDC) continues to make improvements, there are opportunities for further efficiency in working party structures, effectiveness in time management, and respectful internal and external facing communications that can be further improved to keep building a positive culture of governance and management.

A fit for purpose Council is right-sized, with the right workload, messages and culture to deliver the community's expectations.

1. Governance Structures and Processes

There is an opportunity to ensure SWDC is optimising Councillor and staff time to provide the best outcomes for South Wairarapa decision-making, for desired community outcomes, accountability and transparency.

Governance Structure Recommendations

- We recommend the governance structures, processes, terms of reference and reporting mechanisms be reviewed over the next few months, to more closely align with the Strategic Pillars (over).

2. Shaping Council Culture

The Council, elected members, and staff have all spent time and effort in this term understanding their values and establishing a strategic framework on Council direction and priorities. Our review provided an opportunity to learn and discuss how this works, and how different parties work together.

There are opportunities for strengthening the governance structure and culture of the organisation.

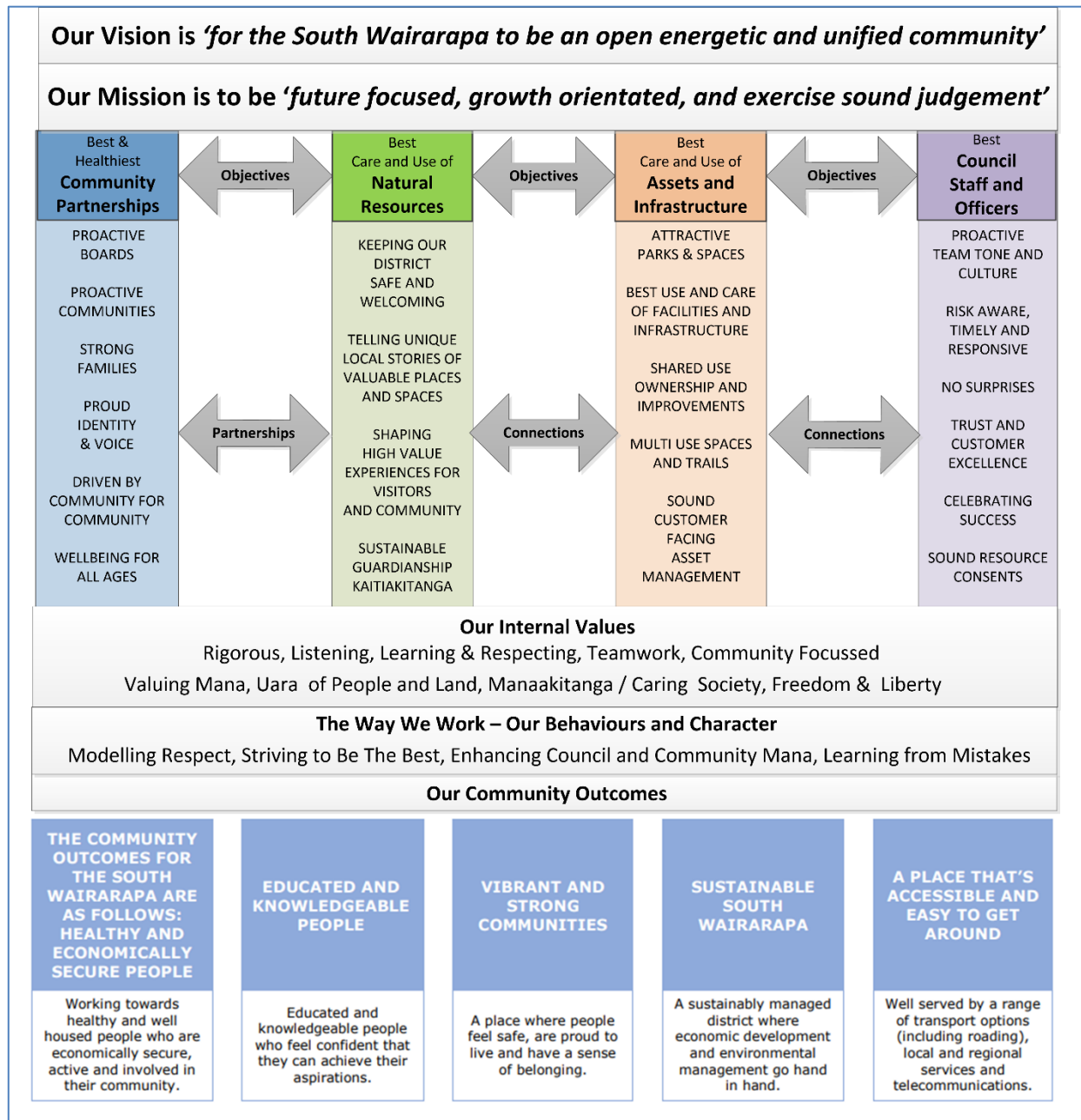
Improvements will allow for more efficiency, improve relationships and proceed in an inclusive manner that aligns with values and decisions with the vision.

Culture Recommendations:

- That Council consider and adopt the Values, Behaviours and Character activity (over) and booklet (attached in Appendix);
- All communication is couched in a respectful manner between elected members and staff in all forums;
- To recognise the role of a Councillor involves much reading and Councillors are encouraged to clarify information and prepare before formal meetings, where practicable;
- To expect constructive challenge and questions of staff reports in Council meetings;
- Facebook posts and social media are not the places for negative remarks about Council staff or other elected members;
- The Mayor and Councillors have a leadership role in setting organisational culture - their manner and behaviour is an essential influence on the tone of the organisation; and
- To recognise with each other, both Councillors and staff are both wanting to serve the South Wairarapa community well, and this statement becomes the foundation stone to conversations and communication.

3. Strategic Leadership - the year ahead and opportunities now

The Council have just adopted a Long Term Plan. There will be a clear expectation by Council, staff and the community, therefore, to implement Year 1 of the Plan and make progress towards the desired community outcomes. As part of this Plan, the Council has set out its direction, Values and Vision, and how it expects to work according to its 'Four Pillars'. This Strategy has been updated with Values, Behaviours and Character (below) to deliver community outcomes.



Strategic Leadership Recommendations:

- That Council prioritise activities to deliver against the Plan, but that
- Council de-risk community division, starting with an 'all of council' approach to Featherston; and
- Council Values (above) be communicated and modelled to rebuild a community partnership.

We recommend the Councillors, staff and Community Board meet soon to provide an integrated approach for resetting a Featherston 'community engagement and work programme' that works in a complementary way with development across the wider District. This recommendation comes from views and concerns expressed in interviews with Councillors and staff.

Part of the LTP that will assist with Council at this time – and according to this review and interviews are:

- Improving the website, with up-to-date documents (including governance documents) and providing a modern, friendly customer interface;
- Employment of a staff member dedicated to Council communications; and
- Developing a spatial plan for the District - to include all townships and countryside.

Our Approach

Pamela Peters and Steven Finlay from EquiP were asked to review the SWDC governance framework and processes, to identify whether or not there are areas that may be improved, to enable the Council to provide good governance on behalf of residents. We approached this study with two complementary objectives:

1. Creating an environment that enables elected members to understand and deliver on their role in the decision-making and accountability processes required of their Council; and
2. Building an inclusive and focused governance body, working positively with staff and the local community.

We undertook desktop research, interviews, document reviews and then a Council workshop. The Council workshop included time with elected members alone and time with both Councillors and senior staff.

The subject areas covered were:

- Governance Structures and Processes;
- Accountability and transparency;
- Conduct and behaviour (including Code of Conduct);
- Clarity of roles;
- Building a team/Group dynamic;
- Understanding current issues or concerns; and
- Focusing on the strategic picture of Council plans and direction.

Limitations

This Review does not include a study of structure, processes, Terms of Reference and operation of Community Boards. This topic may be valuable and important. The Community Boards are said to have more prominence in this term. The Review does not take into account the Representation Review currently underway and this may bring changes to Council table.

The Review does not measure in detail your delegations, Terms of Reference of each Committee and Working Party. There are several Working Parties and Committees. Some of the Terms of Reference were out of date or incorrect.

It does not include your Governance Statement – this document is currently been updated. Your Working Party agendas are not on the website, so we were unable to compare with full Council agenda items – within the time and scope of this project.

1. Governance Structures and Processes

There is an opportunity to ensure SWDC is optimising Councillor and staff time to provide the best outcomes for South Wairarapa decision-making, for desired community outcomes, accountability and transparency.

Governance Structure Recommendations

- We recommend the governance structures, processes, Terms of Reference and reporting mechanisms be reviewed over the next few months, to more closely align with the Strategic Pillars.

From our desktop and initial study, it seems to be some structures and reporting systems need reviewing by Councillors over the next few months.

We recognise reporting regularly to full Council is an efficient process – for a small Council compared to the additional formal standing committees in big centres.

The Council becomes the clear decision-making forum for the broad range of local government functions and SWDC community issues. The Maori Standing Committee, Hearings Committee and Liquor Licensing Committee and Community Boards have specialised or localised decision-making roles.

Also, South Wairarapa expects elected members to report to Council – on what Council work they are involved with or subject matters they want to raise from this work. These written reports are unusual but considered valuable by all Councillors, and they saw this as 'part of their accountability'.

Working Parties, Workshops and Briefings

We note a large number of Working Parties and working groups in the SWDC documents, and it is unclear how these exactly work? We do not have the scope to review each Working Party, and the Terms of Reference were not updated at the time of the study. The agenda papers are not available on the website. From the documents we were sent, it was not easy to understand the flow of information or reports to these working groups or parties.

We understand SWDC has a very similar governance structure as previously.

Local government work and decision-making require broad subject knowledge for both senior managers and Councillors. As part of their role a group of Councillors may be asked to work closely and informally on a project together with a community group.

Councils then have a variety of mechanisms – firstly and importantly to conduct the formal processes of decision-making, records and agendas, and secondly to provide for an appropriate and timely exchange of information.

Workshops and Briefings

Many councils use workshops and briefings where Councillors may discuss specific or complex issues in depth before items come to Council. For example, Health and Safety Act implications or new requirements for NZ Drinking Water standards.

Such in-depth topics need to be discussed and understood with time allowed for understanding by all parties including asking and responding to questions. Work structures therefore need to allow mechanisms for briefings and working on subject matter together.

Similarly, councils need their doors to be open to business initiatives and proposed employment development in their districts, with processes that are respected and fair to all.

Working Parties

The Working Parties at SWDC are seemingly set up into functional local government areas: Infrastructure and Planning; Audit and Risk; Community Safety; Risk and Resilience; and then some with specialised roles, for example, the CE Review Working Party and Long- Term/Annual Plan Working Party.

We understand this structure is the same as the last term of Council. These working parties were not reviewed immediately after the 2016 local government elections. We were advised a significant number of new Councillors had just been elected, which made discussions and decisions such as these, more difficult in the first weeks of term. The possibility of SWDC Council amalgamation was also prevalent at that time.

We received copies of some agendas and papers prepared but these are not on the website, and Working Parties are not open to the public. It is not clear if minutes are taken. It seems governance support is available. From the documents available from staff, it appeared an agenda is like a cover page with subject areas. We have attached two documents to this report to illustrate this point.

There needs to be confidence in privacy, for example, if sensitive commercial information on a property was to be discussed, that it is treated carefully, not only for those immediately involved in the property but also that the governance processes provide for this protection. This protection ensures that there are no questions of any conflict of interest for staff or Councillors in any discussions. This type of assurance is usually enshrined within the formal meeting procedures and minutes.

The Workload for Councillors and Staff

We then raise the issue of workload in general and getting the most efficient mechanisms to provide for well- informed, timely and transparent decision-making. The heavy workload on Councillors around the country is mostly because the functions of local government are broad, but we consider the structure of SWDC reporting processes and meetings in South Wairarapa may cause further workload to Councillors and staff.

We are aware several Councillors hold full-time positions elsewhere and juggle this with Councillor duties and family life. The Council/ Working Party/ Working Group structure may duplicate agenda preparation and time required at meetings for Councillors. Councillors are also appointed on national, regional and local community-based organisations.

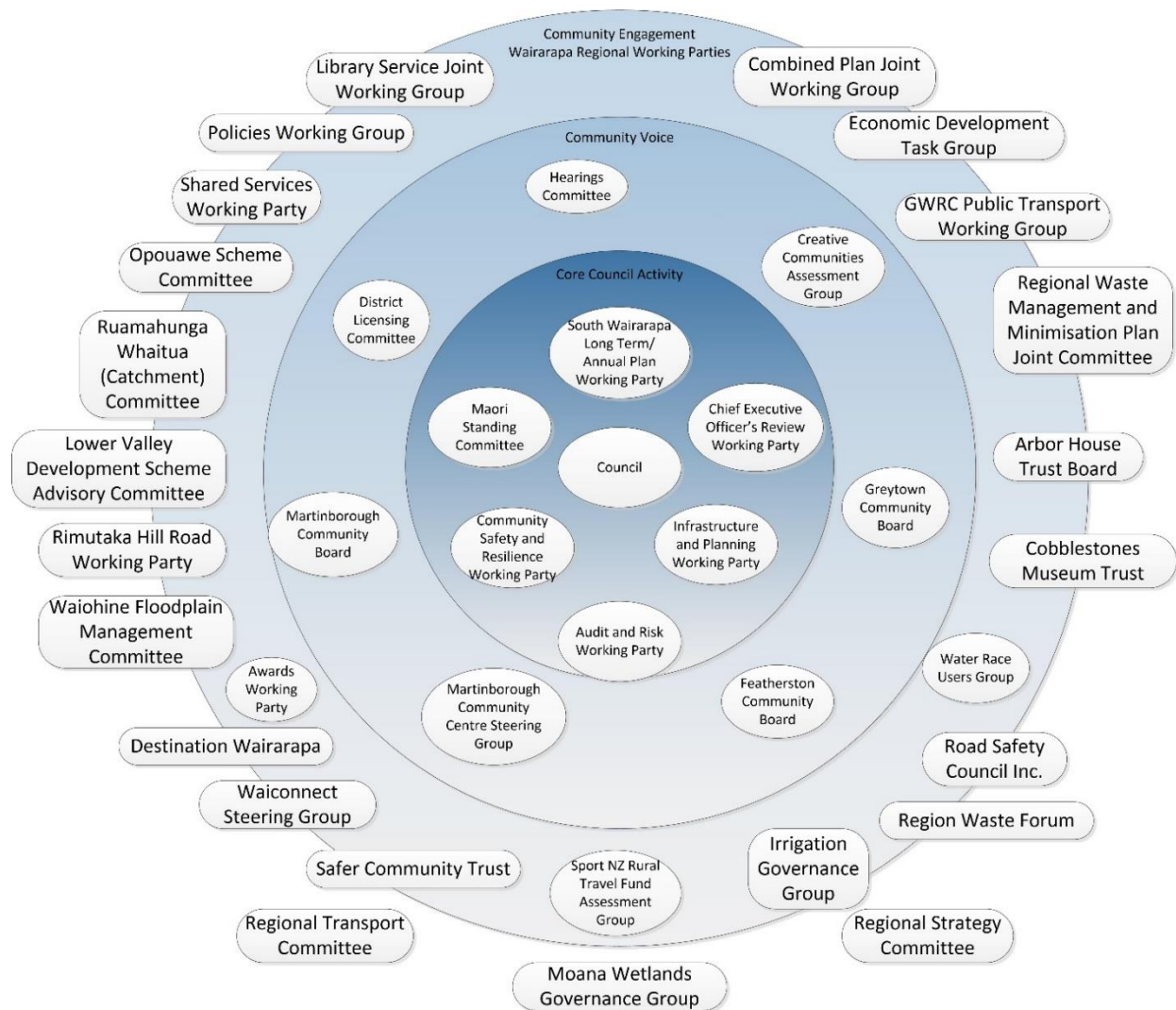
Therefore, while these Working Parties maybe simply helpful briefings, with no legal decision-making ability - there is some risk without seeing the agendas that they may not provide adequate protection or that they may replicate Council meetings in some form, and that subsequent debate in Council meetings may not be the first debate by Councillors on an item, making unnecessary extra work. To clarify this, we recommend SWDC undertake a review to ensure Councillor time is most effectively and efficiently used.

Community Boards

The role of Community Boards is said to be strong in this Term, and while the Council is more inclusive of their contribution, it would also seem helpful to discuss and develop their Terms of Reference and way of operating.

We have had some feedback that while more involvement is encouraged, one or two Community Board members have access to staff members and are involved in operational matters for their respective areas. This practice needs to be discussed between Council and Boards, on what is appropriate and efficient for all parties.

We illustrate the current Committee structure and Councillor Appointments in the diagram (below). What is apparent from this diagram was the complex and potentially onerous structure and work of staff and elected members.



Appointments to Outside Organisations

While our commentary above has been on Councils' governance structures, what the Figure above illustrates is the plethora of Councillor Appointments to outside organisations: either locally; regionally; or nationally. When discussions sought efficiencies in our workshop, Councillors were keen to point out that these appointments are how they link with their community, and they valued them.

We respect and understand this. We know the Figure should include more of these appointments. It occurred to us with the observations above that the timing is right for an internal reflection and review of best structures for your Council.

The new Long-Term Plan and Vision have just been adopted at the end of June and it is worth considering the Committee Structures that will give the best chance to achieve the outcomes that SWDC desire and the structures that are most effective and efficient for the organisation and elected members.

EquiP has assisted Wairoa Council to adopt a fit for purpose Council Structure and key learnings and insights are available.

Accountability and Transparency

There have been no issues raised in this Review - or by Councillors - on accountability and transparency other than is already mentioned above about Councils' Working Parties and working groups.

It is the view of both Councillors and senior staff that Council meetings, agendas and reports are well-written, and the sessions are run according to a high professional standard, by people well versed in local government requirements. We have also been advised, that Audit NZ have been complimentary about the high standards of SWDC reports and financial reporting.

Agendas, Reports, and Stella Document Storage

There was confidence across Council with the quality and timing of Council agenda reports and the governance support staff.

Many of the Council agendas contain progress against the Annual Plan performance measures, and this is helpful to Councillors as they monitor how well Council is doing on key indicators. These performance measures can assist to check work is aligned with Vision, Values and Priorities.

Councillors indicated they greatly valued staff and the work they did.

Experienced Councillors reported the advice and agendas had significantly improved over recent years. There are times Councillors would like to hear more about successes or positive developments at Council or in the community in Council agendas. Others commented they would like to see recommendations with one or two options presented more frequently. Councillors indicated they expect to debate and question freely in the Council Chamber and this generally happens well. From the desktop review – the agendas prepared seem clear and informative.

SWDC use a document repository system called Stella – this has improved efficiency in the Council and from our observations this is an advanced use compared to similar sized Councils.

2. Council - Building a Positive Council Culture

Culture Recommendations:

- That Council consider and adopt the Values, Behaviours and Character activity (over) and booklet (attached in Appendix);
- All communication is couched in a respectful manner between elected members and staff in all forums;
- To recognise the role of a Councillor involves much reading and Councillors are encouraged to clarify information and prepare before formal meetings, where practicable;
- To expect constructive challenge and questions of staff reports in Council meetings;
- Facebook posts and social media are not the places for negative remarks about Council staff or other elected members;
- The Mayor and Councillors have a leadership role in setting organisational culture - their manner and behaviour is an essential influence on the tone of the organisation; and
- To recognise with each other, both Councillors and staff are both wanting to serve the South Wairarapa community well, and this statement becomes the foundation stone to conversations and communication.

Councils that achieve good governance:

1. Focus on the purpose of the local authority, outcomes for the community and implementing a vision for their area;
2. Support members and officers working together to achieve a common objective with clearly defined functions and roles;
3. Promote their values and demonstrate the importance of good governance through high standards of conduct and behaviour;
4. Take informed and transparent decisions which are subject to effective scrutiny and understanding of risk;
5. Develop the capacity and capability of members and officers to be effective; and
6. Engage with local people and other stakeholders to ensure robust public accountability.

The above principles provide a basis for assessing the degree to which a council's governing arrangements encourage an inclusive culture, not only between elected members but also between elected members and staff.

Elected members need a professional framework within which to exercise their governance roles, whether asking questions, monitoring performance or making decisions. As the good governance principles highlight, this means being able to collectively demonstrate leadership, act transparently, have clarity of their roles and those of management, and operate as a team committed to fulfilling the council's vision. As part of this, elected members and staff must act courteously and constructively with their fellow elected members and management.

Clarity of Roles

Governance Role

The following list was presented to the workshop for discussion:

- Defining your purpose and vision;
- Decision-making to best of ability;
- Advocacy on behalf of the district to a wider context;
- Representation for citizens and ratepayers;
- Listening and reading;
- Leading by example with values agreed;
- Empathy with others around you;
- Collective Responsibility;
- Ensuring management can do their job; and
- Voicing opinion and advice.

Staff Role

The following list was presented to the workshop for discussion:

- Advisory role in agenda, reports and communications;
- Implementation of policies, strategies and delivery of work;
- Providing professional and technical skills;
- Legal and Regulatory Role-enforcing;
- Provision of services;
- Financial stewardship;
- Customer friendly interface;
- Provide information; and
- Planning and Asset Management.

Strengthening the Team

Code of Conduct

The Code of Conduct was discussed with all those elected members interviewed. There was no call for a re-write or questioning its intent or status. The consensus was the spirit of the code was important. It has been used as a general guideline - not to limit discussion or shape Councils working environment.

If Councillors saw it transgressed, however, some Councillors wanted the assurance Standing Orders would be used accordingly, and that the Mayor addresses the issue with any Councillors involved.

Standing Orders

The issue of using Standing Orders (SO) a little more was discussed with several experienced Councillors. SO was generally seen as helpful, when meetings get very long or when some people tend to dominate. SWDC has not used SO liberally in the past - but with this Council's aim to be inclusive and efficient, we support the Chair use SO at their discretion.

'One-team' Approach

It is not common in local government's political context for Councillors to be committed to a One-Team approach in the usual staff or Executive Team manner. Councillors are elected with a range of opinions on issues, philosophy and approach. Councillors are expected to have diverse views and skills – but also the ability to work together for the District.

When individuals in SWDC, both Councillors and staff, express they want work like 'one-team' - as several articulated - we have taken that to mean committed to working on the purpose of SWDC - for the benefit of the community, ratepayers and citizens, for their agreed Vision (LTP) and with a Values-set and Behaviours of mutual respect. This perspective 'of all working for the benefit of the District' became apparent in interviews with the staff, which they articulated in the workshop on the 4th of July. It is also reinforced by the Council Strategic Direction – according to the Four Pillars, and the Values work done early in this Term.

'Getting the Little Things Done'

Assurances complaints and operational matters are actions or resolved. Councillors informed of progress regularly.

We recommend the Chief Executive and Senior Managers address this. There seems to be frustration from Councillors when they do not know if actions and requests for work are done or responded to promptly. We are conscious some Community Board members are also making similar enquires.

From a staff perspective, Councillors and some Community Board members are quite involved with operational matters, even to the point of specific instructions in some instances. This practice needs to be addressed by both Councillors and the CE. Timely responsiveness is embedded in the 4 Pillars. Council can seek assurances that their Strategy is being delivered by measurable KPIs. The following questions can help.

What procedures do you have to raise operational matters if they come to the attention of elected members?

What level of contact do you expect or allow – Councillors to make contact with staff?

How can Councillors / Board Members be assured work is done / or issue addressed?

Some Councillors have access to staff members for questions or discussions others do not?

Use of Facebook and Other Social Media.

Facebook Pages and social media are often used to good effect for public communication. For example, Council Facebook pages, Community initiatives, Emergency Management and so on. However, there have also been negative comments on personal or group Facebook posts about the work or personnel of Council, that were brought to our attention. These posts have a damaging effect on staff and fellow Councillors' morale and increase work stress. This practice is unfortunate when posted by members of the public, but if posted by elected members or staff then for all the reasons mentioned above, it undermines working constructively together and providing a mutually respectful environment.

For the Mayor and Councillors, it is also important in law. When elected members take the Oath of Office under the Local Government Act – they take the role as a Councillor as part of collective South Wairarapa District Council. As such, it means ensuring the Council is a 'Good Employer' – expecting the policies, procedures and organisation provides staff with fair and proper treatment. There is a Legal risk to Council if Councillors undermine staff publicly or through media outlets.

Recognise Councillors Want to be Active and to Build a Profile

The public expect the Mayor and Councillors to be working in the community and therefore to maintain a profile allowing them to be recognised for either doing things or for their views on important local subjects. Councillors will do this in different ways, and those ways are changing with technology.

Councillors are required to read extensively for their roles and do the preparation required for their decision-making role at meetings. There were no concerns expressed in SWDC that this is not happening – Councillors generally considered all Councillors worked hard. There had been a recent example of a single Councillor who has been promoted to a very senior role at work and may no longer have the time expected to contribute fully.

Communications Staff

This resource within Council is seen as essential by all. It is understood at the time of writing that an appointment was imminent. Councillors and staff are very keen to enhance their communication efforts and strategies, improve their customer interface and the publications and documents of all kinds.

Informal Communications

Most of the elected members spoke highly of their relationship with staff – and the value they placed on their advice, efforts and skills. Councillors and staff should expect and welcome constructive and lively debate in the Chamber. There will need to be appropriate questions that respectfully challenge staff reports and outcomes - to test thinking and recommendations - along with the ability to move motions and amendments as part of their debate and decision-making.

Senior Staff interviewed generally had a warm regard for the hard work, effort and skills of the elected members. They spoke supportively of the Chief Executive of his work ethic, leadership and professional manner with other staff members. It is evident in a small rural Council – with slightly tight working conditions – informal communications and close work relationships are possible. Relaxed and informal conversations may be normal.

What Councillors and staff wanted to protect was this open and informal culture whenever possible and the mutual respect between each other in conversations, emails and more formal Council debate.

Staff would like the chance to meet with Councillors informally – at least occasionally and be introduced to Councillors at meetings, with potentially new staff to be part of their induction process. Similarly, Councillors wanted the chance to tour the offices and understand what different staff did in their roles.

3. Strategic Leadership - The Year Ahead

Strategic Leadership Recommendations:

- That Council prioritise activities to deliver against the Plan, but that
- Council de-risk community division, starting with an ‘all of council’ approach to Featherston; and
- Council values be communicated and modelled to rebuild a community partnership.

The timing of this review – so closely associated with the adoption of the SWDC Long Term Plan was relevant. Several of the issues addressed above are also in-track or planned for the year ahead. Within interviews Councillors and staff were keen to illustrate issues of their intent, current circumstances in SWDC and opportunities ahead. However, Councillors also spoke of their frustrations at what had recently occurred in Featherston and the wish to support each other and staff to improve and resolve issues. It is suggested that Council initiate an integrated approach for improved engagement and clarity of the work programme ahead.

SWDC agreed on a long-term vision in their LTP in June 2018 and the focus and path towards its achievement and monitoring progress in a collective way, should help build inclusiveness, buy-in and meet the expectations of elected members and staff.

Importantly we note the following from these discussions:

- New Councillor July 2018 - August 2018 will be elected through a by-election. It is an opportunity for inclusive and thorough induction process., including staff introductions.
- LTP Commitments- roll out the Year 1 works programme
- Spatial Plan- Establish a plan for whole district and townships that combines RMA, infrastructure issues and strengthening communities
- LGNZ Excellence Programme- do the preparatory work in 2018-19
- Communications person to be employed.
- Provision to improve the Council website.

It would be helpful to use the LTP vision documents to clearly understand how Council and all Councillors can follow and monitor progress towards the achievement of their goals and objectives. Some also asked for communications systems to hear from residents – on their approach and success, in managed independent surveys with a valid sample size and analytics.

4. Next Steps

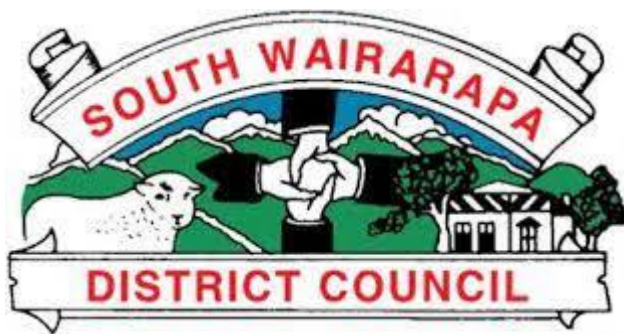
We recommend the next immediate step is reviewing and completing the Values Booklet and activity (below), ahead of the Featherston engagement, where these Values can be enacted.

From this Review it is clear SWDC continues to make strong progress. Taken together these recommendations support further progress in Working Party structures, effectiveness in time management, and respectful internal and external facing communications that will keep building a positive culture of governance and management, for the greater good of the people of South Wairarapa. They deserve nothing less.

Values Document (embedded, click to open, also provided as separate attachment).

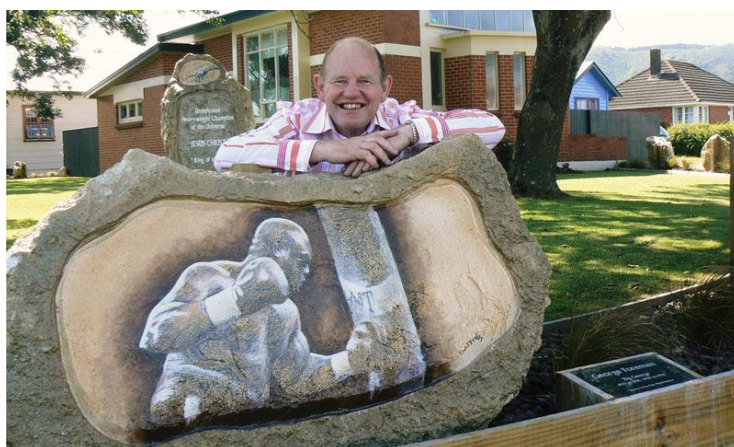
South Wairarapa District Council

Our Vision, Mission, Values, Behaviours & Outcomes



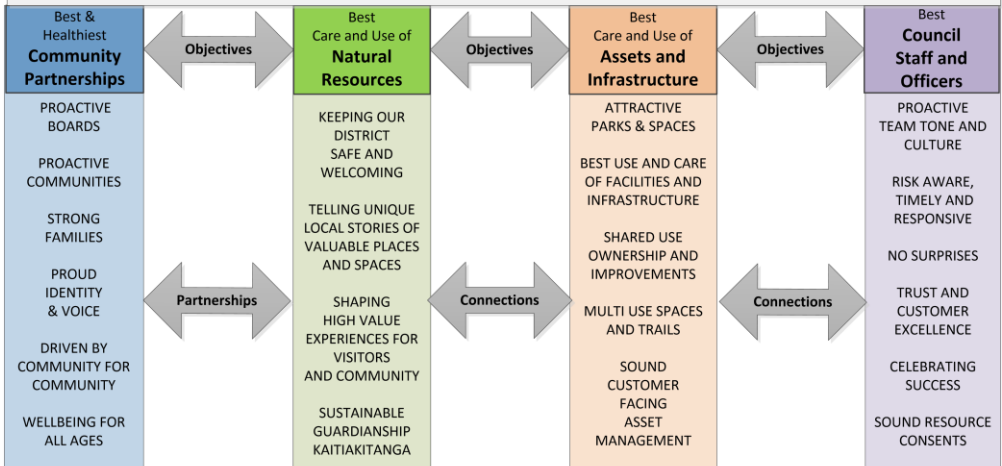
Our Internal Values

Rigorous, Listening, Learning & Respecting, Teamwork, Community Focussed
Valuing Mana, Uara of People and Land, Manaakitanga / Caring Society,
Freedom & Liberty



Our Vision is ‘for the South Wairarapa to be an open energetic and unified community’

Our Mission is to be ‘future focused, growth orientated, and exercise sound judgement’



Our Internal Values

Rigorous, Listening, Learning & Respecting, Teamwork, Community Focussed
Valuing Mana, Uara of People and Land, Manaakitanga / Caring Society, Freedom & Liberty

The Way We Work – Our Behaviours and Character

Modelling Respect, Striving to Be The Best, Enhancing Council and Community Mana, Learning from Mistakes

Our Community Outcomes

THE COMMUNITY OUTCOMES FOR THE SOUTH WAIRARAPA ARE AS FOLLOWS: HEALTHY AND ECONOMICALLY SECURE PEOPLE

Working towards healthy and well housed people who are economically secure, active and involved in their community.

EDUCATED AND KNOWLEDGEABLE PEOPLE

Educated and knowledgeable people who feel confident that they can achieve their aspirations.

VIBRANT AND STRONG COMMUNITIES

A place where people feel safe, are proud to live and have a sense of belonging.

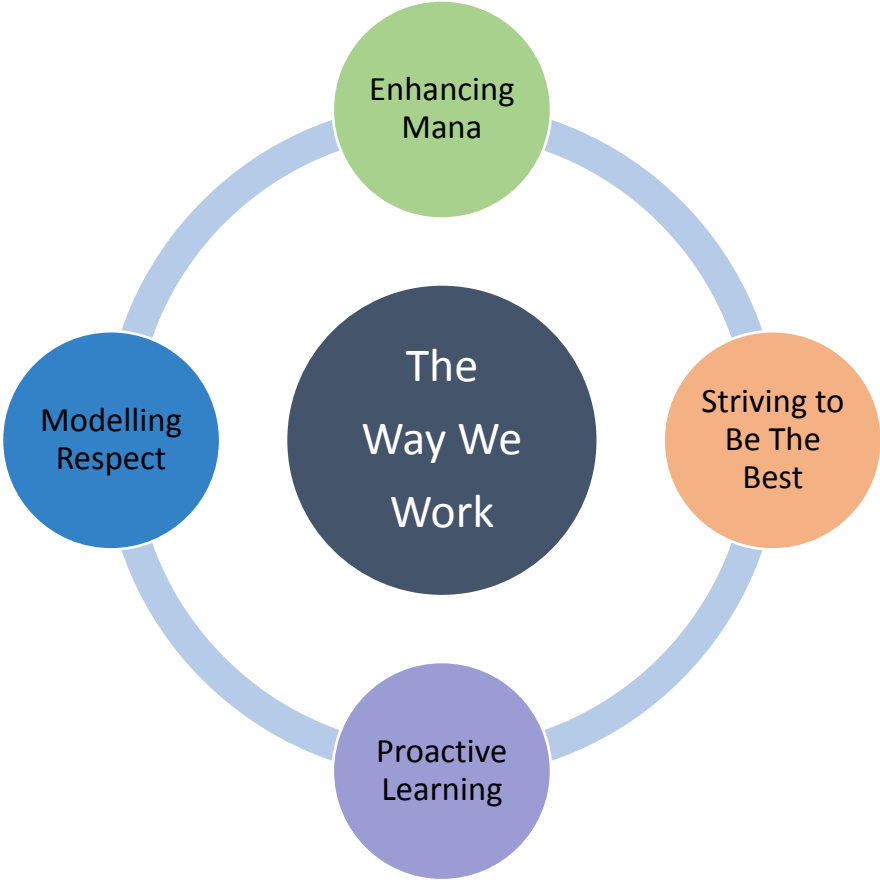
SUSTAINABLE SOUTH WAIRARAPA

A sustainably managed district where economic development and environmental management go hand in hand.

A PLACE THAT'S ACCESSIBLE AND EASY TO GET AROUND

Well served by a range of transport options (including roading), local and regional services and telecommunications.

Enhancing Council and Community Mana
Modelling Respect



Courageously Striving to Be the Best Council
Learning from Mistakes

The Way We Work – Our Behaviours and Character

Modelling Respect

Courageously Striving to Be the Best Council

Enhancing Council and Community Mana

Learning from Mistakes

Appendix 5 – Governance Statement



SOUTH WAIRARAPA DISTRICT COUNCIL

Draft Governance Statement
~~September~~ February 2019~~8~~

19 Kitchener Street
PO Box 6
Martinborough 5741
Phone 06 306 9611 • Fax 06 306 9373
Email enquiries@swdc.govt.nz

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1 WHAT IS A LOCAL GOVERNANCE STATEMENT?

What is the purpose of a Local Governance Statement?

A local governance statement is a collection of information about the processes through which the Council engages with its community, how the Council makes decisions, and how citizens can influence those processes.

What information does the Statement contain?

To meet the purpose, this Local Governance Statement includes the following broad categories of information or identifies for citizens where this information can be found: governance structures and processes, functions, responsibilities, and activities of the South Wairarapa District Council (SWDC), electoral arrangements, the way elected members make decisions and relate to each other and to the management of the SWDC, key policies of the SWDC, including a significance and engagement policy.

The legal requirement for Council to have a Local Governance Statement

Section 40(1) of the Local Government Act 2002 (LGA 2002) states:

“(1) A local authority must prepare and make publicly available, following the triennial general election of members, a local governance statement that includes information on—

- (a) the functions, responsibilities, and activities of the local authority; and*
- (b) any local legislation that confers powers on the local authority; and*
- (c) the bylaws of the local authority, including for each bylaw, its title, a general description of it, when it was made, and, if applicable, the date of its last review under section 158 or 159; and*
- (d) the electoral system and the opportunity to change it; and*
- (e) representation arrangements, including the option of establishing Māori wards or constituencies, and the opportunity to change them; and*
- (f) members’ roles and conduct (with specific reference to the applicable statutory requirements and code of conduct); and*
- (g) governance structures and processes, membership, and delegations; and*
- (h) meeting processes (with specific reference to the applicable provisions of the Local Government Official Information and Meetings Act 1987 and standing orders); and*
- (i) consultation policies, and*
- (j) policies for liaising with, and memoranda or agreements with, Māori; and*
- (k) management structure and the relationship between management and elected members; and*
- (l) the remuneration and employment policy, if adopted; and*
- (m) equal employment opportunities policy; and*
- (n) key approved planning and policy documents and the process for their development and review; and*
- (o) systems for public access to it and its elected members; and*
- (p) processes for requests for official information.*

- (2) *A local authority must comply with subsection (1) within 6 months after each triennial general election of members of the local authority.*
- (3) *A local authority must update its governance statement as it considers appropriate.”*

2. THE FUNCTIONS, RESPONSIBILITIES AND ACTIVITIES OF THE SOUTH WAIRARAPA DISTRICT COUNCIL

The Council's Long Term Plan (LTP), adopted on 27 June 2018 provides information about the Council's work programme for the next 10 years to 2028 with a focus on the first three years. The work programme has been organised into the following significant activities:

- Governance/Leadership/Advocacy
- Public Protection
- Economic, Cultural and Community Development
- Resource Management
- Amenities
- Land Transport
- Water Supply
- Solid Waste Management
- Wastewater
- Storm water Drainage

For each significant activity, there is information on what we do, why we do it and the challenges we face, key pieces of work, how we will pay for them, and how we will measure the effectiveness of what we do. For example, amenities includes parks and reserves, libraries, halls, swimming pools, and public toilets.

3. LEGISLATION

In 2012 the Local Government Act 2002 was amended. The amendments included changes to clause 10, the purpose of local government:

10 Purpose of local government

- 1 *(a) to enable democratic local decision-making and action by, and on behalf of, communities; and*
(b) to meet the current and future needs of communities for good-quality local infrastructure, local public services, and performance of regulatory functions in a way that is most cost-effective for households and businesses.
- 2 *In this Act, good-quality means infrastructure, services and performance that are-*
(a) efficient;
(b) effective; and
(c) appropriate to present and anticipated future circumstances.

Other changes provided Council with the ability to adopt a remuneration and employment policy, and the mayor with additional powers of appointment (of the deputy mayor, committees and chairs of committees) as well as the power to lead the development of the local authority's plans – including the long term plan, annual plan, policies and budgets.

4. THE ELECTORAL SYSTEM AND THE OPPORTUNITY TO CHANGE IT

The Electoral System

South Wairarapa District Council resolved on the 27 August 2014 to retain the First Past the Post (FPP) system for the 2016 local authority elections.

Using this system, electors vote by indicating their preferred candidate (s) with a tick. Voters must not tick more than the number of places to be filled. The candidate that receives the most votes is declared the winner, regardless of the proportion of votes that candidate obtained.

The Opportunity to Change the Council's Voting System

Under the Local Electoral Act 2001, there are three ways in which the Council's voting system can be changed. The Council can resolve to change the system to be used for the next two elections, the Council can conduct a binding poll or electors can demand a binding poll (in which case, five per cent or more of the registered electors need to sign a petition demanding that a poll be held). Once changed, an electoral system must be used for at least the next two triennial (three yearly) Council elections.

5. REPRESENTATION ARRANGEMENTS

The South Wairarapa District Council consists of a mayor, who is chairperson of the Council, and nine councillors.

Wards

The South Wairarapa district is divided into three wards with three councillors elected from each ward: Featherston, Greytown and Martinborough wards - three councillors in each.

Community Boards

The South Wairarapa district has three community boards. The composition of each is as follows:

- Featherston Community Board – four members elected by the community plus two ward councillors appointed by Council;
- Greytown Community Board - four members elected by the community plus two ward councillors appointed by Council; and
- Martinborough Community Board – four members elected by the community plus two ward councillors appointed by Council.

Māori Wards

The Local Electoral Act 2001 gives the Council the ability to establish separate wards for Māori electors. The decision to create a separate Māori ward may be made by:

- a resolution of Council;
- Council initiating a poll on the matter; or
- the community may demand a poll. A petition of five percent (or more) of electors can require the Council to conduct a poll.

Review of Representation Arrangements

The Council is required to review its representation arrangements at least once every six years. This review must include the following:

- the number of elected members (between six and thirty including the mayor);
- whether the elected members (other than the mayor) shall be elected by the entire district, or continue to be elected by their ward (or a mix of both systems);
- the boundaries and names of those wards and the number of members that will represent each ward (if election by wards is preferred); and
- whether to have community boards and if so how many, their boundaries and membership and whether to subdivide a community for electoral purposes.

In 2018 Council completed its review of representation arrangements as required by the Local Electoral Act 2001. In August 2018 Council issued an initial proposal which maintained the status quo. Following submissions and the hearing of submissions on the 24th October 2018, Council published a final proposal which confirmed the initial status quo for representation for the 2019 Election proposal with an additional minor adjustment to the boundary change. A period for appeals and objections followed. Regardless of whether No any appeals or objections were received, the Council had to refer the matter to the Local Government Commission for a final decision.

After considering the views of the Māori Standing Committee, Council resolved in August 2018 to maintain the status quo for consultation purposes and not propose a Māori ward for the South Wairarapa. Consideration of this issue is one of two preliminary decisions leading into a formal review of representation arrangements as required by the Local Electoral Act 2001 (the other decision is about the choice of electoral system). This topic will be reviewed again at the next representation review.

Instead of pursuing a Māori ward, Council has confirmed it will continue to administer a Māori Standing Committee with representatives from the three marae and a Featherston incorporated society representing local Māori interests in the district. This decision was made in accordance with Clause 31, Schedule 7 of the Local Government Act 2002 which allows Council to appoint non-elected members to a committee if the person has the skills, attributes or knowledge to assist the work of the committee.

6. MEMBERS' ROLES AND CONDUCT

Role of Elected Members

The Mayor and the councillors of the South Wairarapa District Council have the following roles:

- setting the policy direction of Council;
- monitoring the performance of Council;
- representing the interests of the district (on election all members must make a declaration that they will perform their duties faithfully and impartially, and according to their best skill and judgment in the best interests of the district); and

- employing the Chief Executive (under the Local Government Act the local authority employs the Chief Executive, who in turn employs all other staff on its behalf).

Role of the Mayor

The Mayor is elected by the district as a whole and as one of the elected members shares the same responsibilities as other members of the Council. In addition the Mayor has the following roles:

- presiding member at Council meetings. The Mayor is responsible for ensuring the orderly conduct of business during meetings (as determined in the Council's Standing Orders);
- advocate on behalf of the community. This role may involve promoting the community and representing its interests. Such advocacy will be most effective where it is carried out with the knowledge and support of the Council;
- ceremonial head of the Council; and
- providing leadership and feedback to other elected members on teamwork and chairing committees.

The Local Government Act 2002 was amended in 2012 to provide the Mayor with additional powers: to appoint the deputy mayor, to establish committees and appoint chairs to them; to appoint him/herself as the chair of a committee, and to provide leadership in the development of the long term plan, the annual plan, policies and budgets. Nothing in the amendment prevents the Council from exercising its powers under clauses 18, 30 and 31 of Schedule 7 of the Act.

Role of the Deputy Mayor

The Deputy Mayor may be appointed by the Mayor. The Deputy Mayor exercises the same roles as other elected members. In addition, if the Mayor is absent or incapacitated, or if the office of Mayor is vacant, then the Deputy Mayor must perform all of the responsibilities and duties, and may exercise the powers of the mayor (as summarised above). The Deputy Mayor may be appointed by the Mayor and may be removed from office by resolution of the Council.

Role of the Committee Chairperson

The Council or the Mayor may create one or more committees of the Council. The Mayor may appoint committee chairpersons or they may be appointed by the Council using the processes prescribed in clause 25 of Schedule 7 of the Act. A committee chairperson is responsible for presiding over meetings of the committee, ensuring that the committee acts within the powers delegated by the Council, and as set out in the Council's governance structure. A committee chairperson may be removed from office by resolution of the Council.

Elected Members legislation regarding conduct

Elected members have specific obligations under the following legislation:

- Schedule 7 of the Local Government Act 2002, which includes obligations to act as a good employer in respect of the Chief Executive (clause 36) and to abide by the current code of conduct (clause 15) and standing orders (clause 27);
- the Local Authorities (Members' Interests) Act 1968 which regulates the conduct of elected members in situations where there is, or could be, a pecuniary interest (either direct or indirect);

- the Secret Commissions Act 1910 which prohibits elected members from accepting gifts or rewards which could be seen to sway them to perform their duties in a particular way;
- the Crimes Act 1961 regarding the acceptance of gifts for acting in a certain way and the use of official information for private profit;
- the Financial Markets Conduct Act 2013 promotes informed participation in the financial markets. It places elected members in the same position as company directors; they may be personally liable if investment documents such as a prospectus contained untrue statements;
- the Public Records Act 2005 provides a framework to keep central and local government organisations accountable by ensuring records are full and accurate, well maintained and accessible.
- the Health and Safety at Work Act 2015 imposes duties on the Council and councillors in respect of health and safety.

Code of Conduct

All elected members are required to adhere to a code of conduct. Adopting such a code is a requirement of the Local Government Act 2002 (S7 15(i)). Once it is adopted such a code may only be amended by a 75 per cent or more vote of the council. Council adopted its Code of Conduct on the 19 October 2016 and the Code is available on the Council website.

The Code sets out the Council's understanding and expectations of how the Mayor and councillors will relate to one another, to staff, to the media and to the general public in the course of their duties. It also covers disclosure of information that is received by or is in the possession of elected members, and contains details of the sanctions that the Council may impose if an individual breaches the Code.

7. GOVERNANCE STRUCTURES AND PROCESSES, MEMBERSHIP AND DELEGATIONS

The Council comprises a Mayor and nine elected councillors from the three wards of the South Wairarapa district. They are:

Mayor of South Wairarapa District: Viv Napier

Councillors:

Featherston Ward

Cr Lee Carter
Cr Colin Olds
Cr Ross Vickery

Greytown Ward

~~Cr Paera Ammunson~~
Cr Margaret Craig
Cr Colin Wright
One vacancy due to resignation of a
councillor due to other commitments

Martinborough Ward

Cr Pam Colenso
Cr Brian Jephson (Deputy Mayor)
Cr Pip Maynard

After the October 2016 election the new Mayor chose to exercise her powers under section 41A of the Local Government Act 2002, which enabled her to establish

committees and working parties, and appoint chairs to them. The Mayor also made appointments to joint committees and outside organisations.

As part of the Governance Review carried out during 2018, a number of changes were made to the committee and working party structure for SWDC.

To assist the Council discharge its duties the Council has a ~~current~~ new structure comprising of the following committees, community boards, working parties and groups:

Community Boards

- Martinborough Community Board
- Featherston Community Board
- Greytown Community Board

Committees and working parties

- Assets and Services Committee
- Water Race Sub-committee (of the Assets and Services Committee)
- Planning and Regulatory Committee
- Spatial Plan Sub-committee
- Finance, Audit and Risk Committee
- Chief Executive Officer Review Committee
- Maori Standing Committee
- LTP/AP Working Party
- Community Safety and Resilience Working Party
-
- Hearings Committee
- District Licensing Committee
- ~~Chief Executive Officer's Review Working Party~~
- ~~Audit and Risk Working Party~~
- ~~Infrastructure and Planning Working Party~~
- South Wairarapa Long Term/Annual Plan Working Party
- Community Safety and Resilience Working Party
- Civic Awards Working Party
- Sport NZ Rural Travel Fund Assessment Group
- ~~Martinborough Community Centre Construction working party~~
- Creative Communities Assessment Group
- Water Race Users Group Sub-committee
- Community Housing Working Party
- Accommodation Working Party
- Tenders Working Party
- Council Logo and Branding Working Party
- Community Board Working Party (TBC)

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- ~~Wairarapa Water Race Users Group~~

The Council is a member of the following joint council working groups:

- Wairarapa Library Service Joint ~~Working Group~~Committee
- Wairarapa District Combined Plan Joint Working Group
- ~~Wairarapa Policies Working Group~~
- ~~Wairarapa Economic Development Strategy Governance Group~~
- ~~Wairarapa Councils' Shared Services Working Party~~
- Wellington Regional Waste Management and Minimisation Plan Joint Committee
- ~~Wairarapa Trails Advisory Group~~
- Wellington Region Waste Forum

The Council is a member of the following working groups convened by Greater Wellington Regional Council (GWRC):

- Wairarapa Committee
- Awhea Opouawe Scheme Committee
- Lower Valley Development Scheme Advisory Committee
- Wairarapa Moana ~~Wetlands~~ Governance Group
- ~~Ruamahunga~~ Whaitua (~~Catchment~~) Committee
- Waiohine Floodplain Management Plan Steering Group
- ~~Wairarapa Committee~~
- ~~Wellington Regional Climate Change and Natural Hazards Working Group~~
- GWRC Cycle Trails

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The Council is a member of the following working groups convened by other parties:

- Cobblestones Museum Trust
- Arbor House Trust Board
- Destination Wairarapa
- Wairarapa Safer Community Trust Board
- ~~Wairarapa Irrigation Governance Group?~~~~Wairarapa Trails Advisory Group~~
- ~~Healthy Homes~~
- ~~Palliser to Pukaha (P2)~~
- Wairarapa Moana Statutory Board (not yet formed)
- Wairarapa Moana Governance Group
- Wellington Regional Transport Committee
- ~~Wellington Regional Strategy Committee~~
- Wairarapa Road Safety Council Inc.
- ~~Wellington Region Waste Forum~~
- Remutaka Hill Road Working PartyCommittee
- Regional Transport Committee (NZTA)

Unless otherwise delegated, committees and community boards in exercising their delegated authorities must operate within the constraints imposed by the Council's Long Term Plan/Annual Plan, and any existing Council policy.

8. MEETING PROCESSES

The legal requirements for Council meetings are set down in the Local Government Act 2002 and the Local Government Official Information and Meetings Act 1987 (LGOIMA).

All Council and committee meetings are open to the public unless there is reason to exclude the public. The LGOIMA contains a list of the circumstances where councils may consider items with the public excluded. (These circumstances generally relate to protection of personal privacy, professionally privileged or commercially sensitive information and, the maintenance of public health, safety and order).

Meeting agendas are public documents (although parts may be withheld if the above circumstances apply), and will be made available to the public at least two days before each meeting. Hard copies are available to peruse at district libraries and the Council office in Martinborough, and are also available on the Council website.

The Mayor or committee chair is responsible for maintaining order at meetings and may, at his or her discretion, order the removal of any member of the public for disorderly conduct, or remove any member of the Council who does not comply with Standing Orders (a set of procedures for conducting meetings).

The Council adopted on 19 October 2016 a set of Standing Orders largely based on the version developed for the local government sector by Local Government New Zealand. A copy is available on the Council website.

Minutes of Council and committee meetings must be kept and made publicly available, subject to the provisions of the Local Government Official Information and Meetings Act 1987. The Council, its working parties and community boards generally meet every six weeks in accordance with a schedule of ordinary meetings adopted the prior year. Notice of the time and place of meetings must be in accordance with Standing Orders. Extraordinary meetings can generally be called with three working days' notice. Council and working party meetings are normally held during SWDC working hours. Community Board meetings are scheduled in the evenings. The meetings are advertised in the local news media and via the Council website: www.swdc.govt.nz.

During meetings of the Council, committees or community boards, all Council participants must follow Standing Orders unless Standing Orders are suspended by a vote of 75 per cent (or more) of the members present.

One of the recommendations of the Governance Review was for Council to consider and adopt the Values, Behaviours and Character and create a booklet to reflect these. During the workshop Council determined that a SWDC Affirmation read at the beginning of each Council and Committee meeting would encapsulate the booklet. The Affirmation will be printed at the beginning of each agenda.

SWDC Affirmation

We pledge that we will faithfully and impartially use our skill, wisdom and judgement throughout discussions and deliberations ahead of us today in order to make responsible and appropriate decisions for the benefit of the South Wairarapa district at large.

We commit individually and as a Council to the principals of integrity and respect, and to upholding the vision and values we have adopted in our Long Term Plan strategic document in order to energise, unify and enrich our district.

9. POLICIES FOR LIAISING WITH, AND MEMORANDA OR AGREEMENTS WITH MĀORI

The South Wairarapa District is rich in Maori history and culture. Some of the earliest known occupational sites exist within its boundaries and for centuries the natural environment has provided both material and spiritual sustenance. Its place in the Maori political history of New Zealand is a matter of national record.

Lake Wairarapa and the South Wairarapa coastline are of immense cultural, spiritual and historic significance to Maori.

The Local Government Act 2002 signals that the social, cultural and economic development of Maori is of particular importance.

On the 15 December 1993 Council made a resolution supporting in principle the establishment of a Maori Standing Committee of Council. Due to little progress, and after a submission by the Tangata Whenua Resource Management Committee to the draft Wairarapa Combined District Plan, councillor Cathy Casey submitted a notice of motion to Council on the 22 March 1995 to activate a subcommittee and invite it to make recommendations on the most appropriate method whereby Council can consult with local Maori and that these recommendations be presented in the form of a submission to the 1995/96 Draft Annual Plan.

On the 27 March 1996 the Council Working Party and Tangata Whenua established a South Wairarapa District Council Maori Standing Committee. The Committee first met on the 17 April 1996 and was formally established following the adoption of the 1996/1997 Annual Plan on the 20 June 1996. The Annual Plan included a Maori Policy and acknowledgement that the Committee was now fully operational

The Resource Management Act 1991 places an obligation on the Council to consult with Maori during the planning process. This obligation is in turn derived from the underlying principles of the Treaty of Waitangi, which in this context, refers to:-

- **Partnership** - the development of an active and on-going relationship between the Council and local Iwi.
- **Participation** - a principle which emphasises positive Maori involvement in the business of the Council, and in particular it's planning and delivery functions.

- **Protection** - the requirement to ensure that Maori well-being is enhanced whenever possible, and that principles of equity towards Maori are observed in the Council's decision making process.

The Council is committed to engage in active consultation with Maori and to foster positive relationships in pursuance of the partnership envisaged under the Treaty of Waitangi, on matters that affect and concern Maori.

Consultation

Policy/Tikanga

The Tāngata Whenua of this District are independent tribes which each maintain their own mana and tikanga. For any issue requiring consultation SWDC will work in partnership with the members of the MSC who represent their hapu. The Council will ensure they will communicate with the MSC on all relevant matters.

Principles of Consultation

On issues requiring consultation Council will:

- provide sufficient information to the MSC so that they can make informed recommendations;
- provide reasonable time for both the participation of the MSC and the consideration of the advice given; and
- give genuine consideration of that advice, including a willingness to change if that is the result of the consultation.

To encourage sharing at a formal level, both the MSC and the Council are committed to meeting on a regular basis (usually six weekly), to discuss issues of mutual importance, indicate areas of concern and revise procedures as necessary.

10. THE MANAGEMENT STRUCTURE AND THE RELATIONSHIP BETWEEN MANAGEMENT AND ELECTED MEMBERS

Division of Responsibility between the Council and Management:

A key to the efficient running of any council is that there is a clear division between the role of elected members and that of management. The Local Government Act 2002 sets out a series of governance policies that support the principles of local government. This Local Governance Statement clarifies the governance and the management responsibilities, the governance role and expected conduct of elected members, describes the effective, open and transparent processes used by the Council, ensures separation of regulatory and non-regulatory responsibilities and explains the good employer requirements.

In a recent governance review, the following roles were identified for elected members and staff:

Governance Role

- Defining the purpose and mission of SWDC
- [Setting strategy for SWDC](#)
- Decision making based on advice from Management Team [and Officers](#)
- Advocacy on behalf of the district
- Listening and reading

- Leading by examples with agreed values and behaviours
- Empathy with others
- Collective responsibility
- Ensuring management do their job
- Voicing opinion and advice

Staff/Officers Role

- Advisory role in agenda, reports and communication
- Implementation of policies, strategies and delivery of work
- Providing professional and technical skills
- Legal and regulatory role – enforcing
- Provision of services
- Financial stewardship and reporting
- Customer friendly interface
- Provide information
- Planning and asset management

The review noted it is important to get the boundaries right between the governance role of elected members and the operational role of officers. Elected members should be cautious about getting involved in operational matters and should leave the day to day management to staff while they focus on the strategic, governance and advocacy parts of their role.

Below are some thoughts on how this can be achieved:

Governance ~~and Management~~

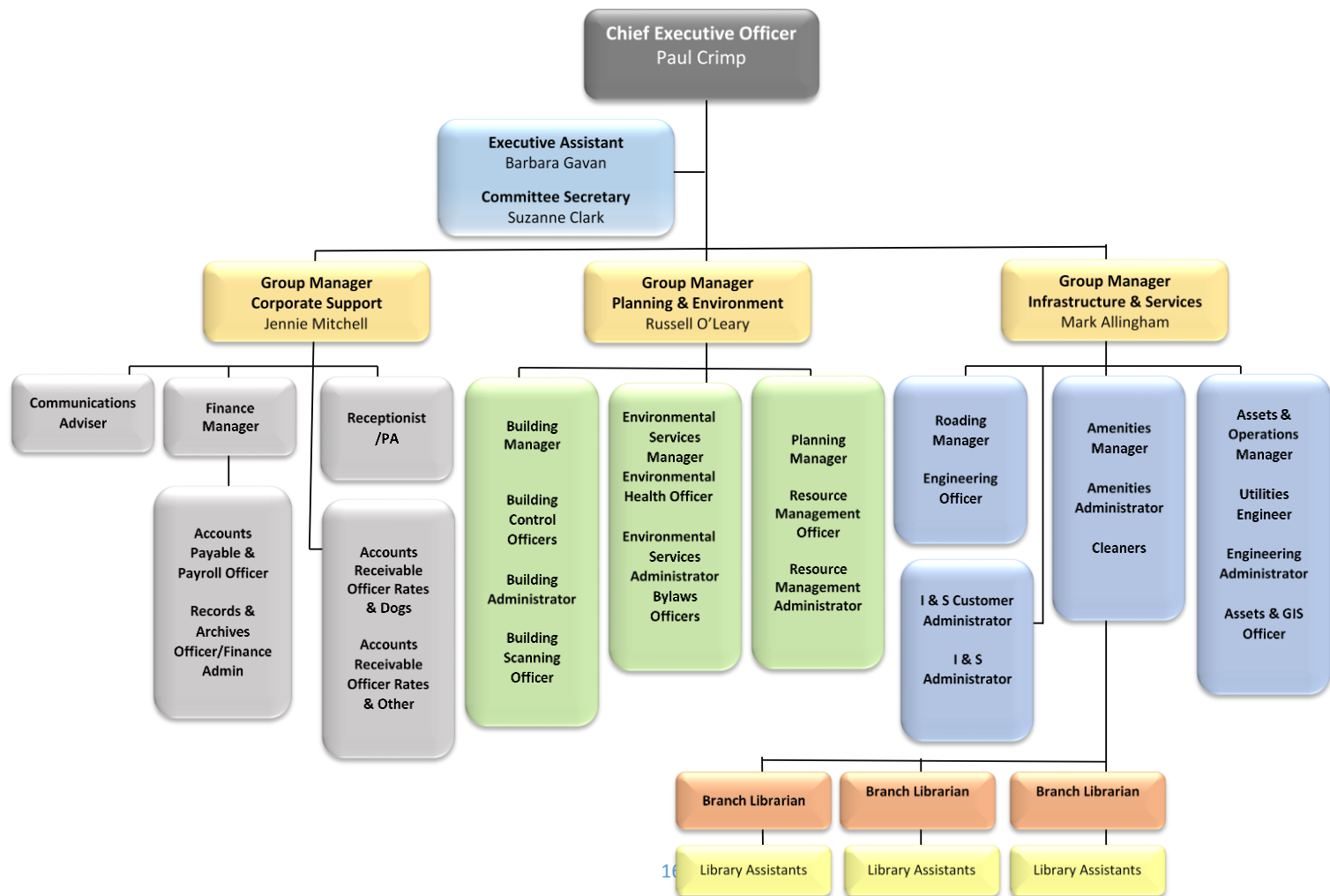
- Council to be actively focused and involved on district vision outcomes and strategic direction
- ~~Operational matters are conveyed as being operations management. This needs to be kept clear and separate from council governance matters~~
- Councillors and staff to work as one using problem solving approach, mutual respect
- Council to convey its lead role as direction setters with the community
- Community initiatives be kept tightly framed up for focus, agreed outcomes
- Operational matters are the responsibility of the officers and management team. This needs to be kept clear and separate from council governance matters

Operations-

- Action items are researched, reported on in a timely manner and resolved, with little re-invention/re-exploring
- Community Board/Councillor requests, comments are relevant, appropriate so we do not overspend scarce time on wrong/low priority areas
- Work towards more seamless service advice and delivery for developers, policy, community outcomes

While many of the Council's functions have been delegated, the overall responsibility for ensuring effective systems of internal control are set up and followed ultimately rests with the Council. Internal control includes the policies, systems and procedures established to provide measurable assurance that specific objectives will be achieved.

Below is a current organisation chart for SWDC.



11. EQUAL EMPLOYMENT OPPORTUNITIES POLICY

The following Equal Opportunities Policy was adopted on 29 June 2009 and updated in November 2015. The policy currently states that the South Wairarapa District Council is committed to the principles of equal employment opportunities (EEO) and being a good employer. It will work with and support management in implementing EEO principles so that they receive acceptance at all levels and throughout the Council.

The Council will:

- ensure that recruitment and promotion processes are in keeping with EEO principles and are on merit
- ensure that all job descriptions, advertisements, specifications, reports and other Council documentation are non-sexist, non-racist and do not discriminate against people with disabilities or against age
- monitor all qualification requirements to ensure that these do not exclude some groups from consideration
- review all work and physical arrangements to ensure these do not impede the employment of people with disabilities or on the basis of gender or age
- foster a positive climate in the workplace, which appreciates a diversity of background and individual contribution, and encourages employees to develop their potential
- develop and encourage training opportunities to promote EEO
- identify and provide appropriate training programmes to enable employees to best meet the requirements of their current jobs and to develop additional skills with a view to future promotion opportunities
- ensure compliance with the Health and Safety in Employment Act in all areas of Council's operations.

12. KEY APPROVED PLANNING AND POLICY DOCUMENTS AND THE PROCESS FOR THEIR DEVELOPMENT AND REVIEW

Long Term Plan (LTP)

The Local Government Act 2002 requires the Council to develop a Long Term Plan (LTP) in consultation with the community. The LTP is required to cover a minimum of ten years from the date of its publication. The LTP will be reviewed and updated every three years following a further consultation process. In the first year of an LTP, the financial and service level information in the LTP, is by law, the Annual Plan. In the following two years, the Council will publish an Annual Plan. Each Annual Plan will describe the work programme to deliver that year's part of the LTP. No significant changes can be made through just the Annual Plan process, unless there is an

amendment to the LTP. Any amendment and the Annual Plan can be consulted on and adopted concurrently.

Amendments to the Local Government Act 2002 require the Council to consult with the community on the proposed content of the LTP by way of a Consultation Document (CD), with the draft components of the new LTP available to the community.

Following the completion of consultation on the CD, Council finalised and adopted a new LTP on 27 June 2018.

The current LTP is available on the Council website or at the Martinborough Council offices or libraries.

Revenue and Financing Policy

The policy sets out how the Council will fund its activities. This policy is reviewed as part of the LTP processes in accordance with the Local Government Act 2002. This policy sets out the principles for determining how the Council's operating and capital spending will be funded – in other words, where the money to progress the agreed work programme will come from. In particular, it considers who benefits most from an activity and therefore who should contribute to funding it.

Significance and Engagement Policy

Changes to the Local Government Act 2002 required Council to adopt a Significance and Engagement policy. The policy enables the Council and the community to identify the degree of significance attached to particular issues, proposals, assets and decisions. Under this policy, items are given a rating from a low to high degree of significance. In applying the policy Council will make it clear to communities how and when they can expect to be engaged in decisions about different issues. The policy also means that Council will be informed from the beginning of a decision-making process about the extent and form of any public engagement that is expected before a particular decision is made.

Investment Policy

The purpose of this policy is to outline approved policies and procedures in respect of all investment activities to be undertaken by the Council.

Financial and Development Contributions Policy

The Local Government Act 2002 allows Councils to consider the use of Financial and Development Contributions for the costs of community facilities expected as the District grows. Recent changes to the Local Government Act 2002 mean that Council is required to review its existing Contributions Policy to ensure that it remains consistent with the legislative change provisions. The major changes provide:

- a clearer structure, so that the policy is easier to follow;
- new principles for the policy;
- reconsideration and objection processes;
- a more refined way of assessing contributions so there is a stronger match between those who benefit from additional infrastructure and those who fund it.

The District Plan

The purpose of the District Plan is to assist the Council to carry out its functions in order to achieve the purposes of the Resource Management Act. The Wairarapa

Combined District Plan (WCDP) was adopted by South Wairarapa, Carterton and Masterton District Councils in May 2011. The WCDP is the principal means by which the Council seeks to ensure the sustainable management of the natural and physical resources of the district. The District Plan is reviewed every ten years and the next review will begin in 2020.

South Wairarapa District Council Bylaws

Under Part 8 of the Local Government Act 2002 Councils are empowered to create and apply bylaws in their areas. A local authority must review its bylaws no later than 5 years after the date on which the bylaw was made, and then no later than 10 years after it was last reviewed. Following is a list of the Council bylaws:

| Title | Original Bylaw | Description | Date made | Last review date |
|---------------------|--------------------------|---|-------------------|-------------------------|
| Consolidated bylaws | Public Places | To regulate activities which can be carried out in roads, public places and reserves. Controls a diverse range of activities to ensure that acceptable standards of convenience, safety, visual amenity and civic values are maintained for the wellbeing and enjoyment of citizens, visitors and businesses within the district. Addresses damage to public facilities such as roads, grass verges, garden areas and reserves. It also addresses activities within public places and reserves. | 01/09/2013 | |
| | Trading in Public Places | To regulate the conduct of persons selling goods on streets, roads, footpaths and other public places; and To regulate the conduct of persons using vehicles to sell goods and services to the general public. | 01/09/13 | |
| | Solid Waste | To ensure refuse is collected and disposed of in the interests of public health in an efficient and cost effective manner and at the same time ensuring that any obstruction of streets is kept to a minimum. General issues relating to recycling, ownership of the waste stream, refuse storage, litter and waste management are also covered by the Bylaw. | 01/09/13 | |
| | Water Supply | For the supply of water to its customers by the Water Supply Authority (WSA). The supply and sale of water by the WSA is subject to: a) Statutory Acts and Regulations b) Relevant Codes and Standards | 01/09/13 | |
| | Fires in the open air | To allow Council to exercise control over burning in the open air in the district and prevent smoke from fires in the open causing a nuisance. | 01/09/13 | |

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| | | To meet the requirements of the Local Government Act 2002 section 183 for territorial authorities to have a Bylaw to prevent the spread of fires involving vegetation. | | |
| | Animals, poultry and bee keeping | To outline requirements for the keeping of animals, poultry and bees. The requirements are deemed necessary for the protection of neighbours and property owners. | 01/09/13 | |
| | Cemeteries and Crematoria | To control and set standards for the operation of cemeteries and crematoria within the boundaries covered by Council's responsibility or ownership. | 01/09/13 | |
| | Wastewater drainage | For wastewater drainage from both domestic and trade premises to a wastewater authority | 01/09/13 | |
| | Trade waste | Regulates the discharge of trade waste to a sewerage system operated by a wastewater authority. | 01/09/13 | |
| | Traffic | To set the requirements for parking and control of vehicular or other traffic on any road in the Masterton and South Wairarapa districts including state highways located within the urban boundaries that are otherwise controlled by New Zealand Transport Agency. | 01/09/13 | |
| | Speed | To set speed limits on any road within the jurisdiction of the local authority other than State Highways controlled by New Zealand Transport Agency. | 01/09/13 | |
| | Beauticians, nail technicians, tattooists and skin piercers | To prevent the transference of communicable diseases such as Hepatitis B and C, HIV/AIDS and bacterial skin infections via beauty therapy practices which include such processes as tattooing, skin piercing, epilation (e.g. waxing and electrolysis), pedicures, manicures, solarium, paraffin treatment and extractions. | 01/09/13 | |

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| | Food safety | To ensure that safe food is available in all registered food premises in the South Wairarapa District, and to make provision for food workers employed in South Wairarapa to have successfully completed a recognised course in food hygiene. It also enables the Principal Environmental Health Officer to close food premises where necessary. | 01/09/13 | |
| Other bylaws | Camping in coastal areas 2009 | To regulate camping in the following areas: Tora Coast, Ngawi, Ngawi surf breaks esplanade reserve and Te Awaiti esplanade reserve. | 17/12/09 | 31/07/13 |
| | Prostitution bylaw 2009 | Made in pursuance of the powers contained in the Prostitution Reform Act 2003 and the Local Government Act 2002. | 1/11/09 | |
| | South Wairarapa liquor control bylaw 2011 | Prohibits the consumption and possession of liquor in public places at all times | 2011 | |
| | Featherston liquor bylaw 2011 | Prohibits the consumption or possession of liquor in a public place (including while in a vehicle), within the Featherston Central Business District 24/7. | 2010 | |
| | Moroa water race bylaw 2007 | To assist efforts to maintain and enhance the quality of the Moroa Water Race to help ensure the future of this resource. | 01/08/08 | |
| | Longwood water race bylaw 1936 | To assist efforts to maintain and enhance the quality of the Featherston Longwood Water Race to help ensure the future of this resource. | 1936 | |
| | Water race code of practice | To ensure Council complies with the Wellington Regional Council's consent to take water. The CoP should be read in conjunction with the Moroa Water Race Bylaw 2007 and Longwood Water Race Bylaw 1936 | 16/10/17 | |
| | Dog control bylaw 2013 | To set standards and controls that must be observed by dog owners | 01/10/13 | |

13. ACCESS TO COUNCIL SERVICES AND ELECTED MEMBERS

| | | |
|---------------------------------|--|--|
| Customer Services Office | <i>Physical Address</i> 19 Kitchener Street Martinborough 5711 | <i>Postal Address</i> PO Box 6 Martinborough 5741 |
| All enquiries | Phone | 06 306 9611 |
| | Fax | 06 306 9373 |
| | Email | enquiries@swdc.govt.nz |
| | Website | www.swdc.govt.nz |
| Public Libraries | Featherston Library 70-72 Fitzherbert Street Featherston | 06 308 9030 |
| | Martinborough Library 6 Kitchener Street Waiinga Centre Cork Street Martinborough | 06 306 9758 06 304 9061 |
| | Greytown Library Greytown Town Centre 89 Main Street Greytown | |
| Swimming Pools | Featherston pool Johnston Street Featherston | 06 308 9665 |
| | Martinborough pool 1-13 Princess Street Martinborough | 06 306 9719 |
| | Greytown pool 11-55 Kuratawhiti Street Greytown | 06 304 9084 |
| Emergencies | 06 306 9611 | |
| Noise Complaints | 0800 664 732 | |

After Hours Numbers

All Emergencies (including Flooding, Water Supply, Sewerage, Animal Control, Noise Control, Beach Patrol, Civil Defence) **06 306 9611**.

Who to contact if you have an enquiry

Contact the Council's main office by phoning 06 306 9611, or by writing to South Wairarapa District Council, PO Box 6, Martinborough 5741. Emails can be sent to enquiries@swdc.govt.nz. They will then be forwarded to appropriate staff for action.

14. ELECTED MEMBERS CONTACT DETAILS

| MAYOR AND COUNCILLORS | | | |
|--|---|--|--|
| MEMBERS CONTACT DETAILS | | | |
| Vivien Napier – Mayor (Chairperson) | 13 Homestead Lane Greytown 5712 | Phone (06) 304 9473 (home) Phone (06) 306 9611 (business) Email the.mayor@swdc.govt.nz | |
| Cr Brian Jephson Deputy Mayor | Palliser Bay Station Palliser Bay Road RD 2 Featherston 5772 | Phone (06) 308 8956 Cell (027) 502 6198 Email brian.jephson@swdc.govt.nz | |
| Cr Margaret Craig | 13 Jellicoe Street Greytown 5712 | Phone (06) 304 8557 Cell (021) 236 4600 Email margaret.craig@swdc.govt.nz | |
| Cr Paora Ammunson | 15 Hecklers Road RD 1 Greytown 5794 | Phone (06) 304 9998 Cell (027) 730 4999 Email paora.ammunson@swdc.govt.nz | |
| Cr Colin Wright | 12 Kuratawhiti Street Greytown 5712 | Phone (06) 304 8995 Cell (027) 220 8788 Email colin.wright@swdc.govt.nz | |
| Cr Pam Colenso | 30 New York Street Martinborough 5711 | Phone (06) 306 9503 Cell (027) 441 4892 Email pam.colenso@swdc.govt.nz | |
| Cr Pip Maynard | 17A Cambridge Road Martinborough 5711 | Phone (06) 306 8363 Cell (021) 683 638 Email pip.maynard@swdc.govt.nz | |
| Cr Lee Carter | 34 Lyon Street Featherston 5710 | Phone (06) 308 9843 Cell (027) 248 1364 Email lee.carter@swdc.govt.nz | |
| Cr Colin Olds | 59 Moroa Road RD 1 Featherston 5771 | Phone (06) 308 6062 Cell (027) 432 9951 Email colin.olds@swdc.govt.nz | |
| Cr Ross Vickery | 103 Fitzherbert Street Featherston 5771 | Phone (06) 308 8038 Cell (027) 513 1417 Email ross.vickery@swdc.govt.nz | |

| FEATHERSTON COMMUNITY BOARD | | |
|---------------------------------------|---|--|
| MEMBERS CONTACT DETAILS | | |
| Robyn Ramsden (Chairperson) | 3 Farrier Grove Featherston 5710 | Cell (021) 303 553 Email robynjrmsden@gmail.com |
| Mark Shepherd | 61-63 Waite Street Featherston 5710 | Cell (027) 308 8035 Email mtshepherd@xtra.co.nz |
| Brenda West | 99 Watt Street Featherston 5710 | Phone (06) 308 6594 Cell (021) 273 6325 Email west.bren@gmail.com |
| Claire Bleakley | 605 Western Lake Road Featherston 5710 | Phone (06) 308 9842 Cell (027) 348 6731 Email p.bleakley@orcon.net.nz |
| Cr Colin Olds | 59 Moroa Road RD 1 Featherston 5771 | Phone (06) 308 6062 Cell (027) 432 9951 Email colin.olds@swdc.govt.nz |
| Cr Ross Vickery | | Phone: Cell: Email: ross.vickery@swdc.govt.nz |

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Commented [JMGMCS1]: Suzanne do you have Ross's contact details?

| GREYTOWN COMMUNITY BOARD | | |
|-----------------------------------|--|---|
| MEMBERS CONTACT DETAILS | | |
| Leigh Hay (Chairperson) | 8 Wood Street Greytown 5712 | Phone (06) 304 9876 Cell (021) 710 103 Email hay4greytown@gmail.com |
| Christine Stevenson | 143 Papawai Rd RD 1 Greytown 5792 | Phone (06) 304 9175 Cell (021) 516 264 Email christine.stevenson@solwaycollege.school.nz |
| Mike Gray | 15 Udy Street Greytown 5712 | Phone (06) 304 9376 Cell (027) 857 2508 Email mike.kaygray@xtra.co.nz |
| Ann Rainford | 6 Horton Street Greytown 5712 | Phone (06) 304 9960 Cell (021) 0833 1468 Email rainfordann@gmail.com |
| Cr Margaret Craig | 13 Jellicoe Street Greytown 5712 | Phone (06) 304 8557 Cell (021) 236 4600 Email margaret.craig@swdc.govt.nz |
| Cr Paora Ammunson | 15 Hecklers Road RD1 Greytown 5794 | Phone (06) 304 9998 Cell (027) 730 4999 Email paora.ammunson@swdc.govt.nz |

| MARTINBOROUGH COMMUNITY BOARD | | |
|--|---|--|
| MEMBERS CONTACT DETAILS | | |
| Lisa Cornelissen (Chairperson) | 10 Dublin Street West Martinborough 5711 | Phone (028) 2553 4857 Email martinboroughlisa@cornelissen.co.nz |
| Fiona Beattie | 204 Whareroto Road RD2 Featherston | Phone (06) 308 6188 Cell (027) 545 4430 Email afbeattie@xtra.co.nz |
| Maree Roy | 60 Strasbourge Street Martinborough 5711 | Phone (06) 306 9319 Email maree.greenfrog@gmail.com |
| Victoria Read | PO Box 173 Martinborough 5741 | Phone (06) 306 8570 Cell (027) 227 1252 Email victoria@victoriaread.co.nz |
| Cr Pam Colenso | 30 New York Street Martinborough 5711 | Phone (06) 306 9503 Cell (027) 441 4892 Email pam.colenso@swdc.govt.nz |
| Cr Pip Maynard | 17A Cambridge Road Martinborough 5711 | Phone (06) 306 8363 Cell (021) 683 638 Email pip.maynard@swdc.govt.nz |

Commented [JMGMC52]: Need to check with Graham re Lisa and Maree's e-mail addresses

15. PROCESSES FOR REQUESTS FOR OFFICIAL INFORMATION

Requests for official information directed to the Council fall under the Local Government Official Information and Meetings Act 1987 (LGOIMA) or the Privacy Act 1993.

LGOIMA covers requests that are made about or around another person, issue or event. Key purposes of LGOIMA are to progressively increase the availability of information and to promote accountability and transparency.

The Privacy Act allows individuals to request access to information Council holds regarding that individual and to request corrections to personal information.

Requesting Information

A person may request official information from the Council. It is not necessary to state that a request is being made under LGOIMA.

Requests can be made verbally, however to ensure accuracy it is preferable that requests are made in writing. Assistance will be given to requesters, when required, to aid in the process.

Email: enquiries@swdc.govt.nz

Phone: (06) 306 9611

Postal: PO Box 6, Martinborough 5741

Hand deliver to: 19 Kitchener Street, Martinborough 5711

Responses from Council

Requests for information will be processed according to LGOIMA and the Privacy Act ('the Acts').

The Acts specify time restrictions for transferring to another agency, for deciding whether to grant the request and for providing responses. A response will be given as soon as practicable and within 20 working days, unless an extension is required.

Once a request is made the Council must supply the information unless a reason for withholding it exists under the Acts.

Costs

Council may charge for the supply of official information. The requester will be notified if a charge is to be applied and given the option to refine the request if possible. Council will not proceed with collating the information until the requester has confirmed in writing that the charges are accepted.