SOUTH WAIRARAPA DISTRICT COUNCIL
Kia Reretahi Tātau

Strategy Working Committee
Meeting Agenda – 10 April 2024

NOTICE OF MEETING

This meeting will be held in the Supper Room, Waihinga Centre, 62 Texas Street, Martinborough and via audio-visual conference, commencing at 9.00am. The meeting will be held in public and will be live-streamed and will be available to view on our YouTube channel.

All SWDC meeting minutes and agendas are available on our website: https://swdc.govt.nz/meetings/

Membership: Acting Mayor Melissa Sadler-Futter (Chair), Councillors Aidan Ellims, Colin Olds, Alistair Plimmer, Rebecca Gray, Martin Bosley, Pip Maynard, Aaron Woodcock and Kaye McAulay, and Violet Edwards (Māori Standing Committee representative).

A. Open Section

A1. Karakia Timatanga – opening

Kia hora te marino	May peace be widespread.
Kia whakapapa pounamu te moana	May the sea be like greenstone; a pathway for all of us this day.
Hei huarahi mā tatou I te rangi nei	
Aroha atu, aroha mai	Let us show respect for each other, for one another.
Tātou i a tātou katoa.	Bind us all together.

A2. Apologies

A3. Conflicts of interest

A4. Public participation

As per standing order 14.17 no debate or decisions will be made at the meeting on issues raised during the forum unless related to items already on the agenda.

A5. Actions from Public participation

A6. Extraordinary business

A7. Confirmation of minutes — Pages 1-4

Proposed resolution: That the minutes of the Strategy Working Committee meeting held on 13 March 2024 are a true and accurate record.

A8. Matters arising from previous meetings

B. Decision Reports from Chief Executive and Staff

B1.	Water Services Plan	5-19
B2.	Wairarapa Library Service Review	Pages 20-53

C. Information Reports from Chief Executive and Staff

C1.	Wellington Water Committee Reports 15 March 2024 Meeting	Pages 54-64
C2.	Audit Management Report June 2023	Pages 65-91
C3.	Quotable Value NZ – Presentation of the 2023 South Wairarapa General Revaluation	Pages 92
C4.	Action Items	Pages 93-99

D. Karakia Whakamutunga – Closing

Kua mutu ā mātou mahi	Our work has finished
Mō tēnei wā	For the time being
Manaakitia mai mātou katoa	Protect us all
Ō mātou hoa	Our Friends
Ō mātou whānau	Our Family
Āio ki te Aorangi	Peace to the universe

SOUTH WAIRARAPA DISTRICT COUNCIL
Kia Reretahi Tātau

Strategy Working Committee
Minutes from 13 March 2024

Present:	Acting Mayor Melissa Sadler-Futter (Chair), Mayor Martin Connelly, Councillors Colin Olds, Kaye McAulay, Alistair Plimmer, Rebecca Gray, Martin Bosley (from 10:18am), Pip Maynard (from 9:17am), Aaron Woodcock, Aidan Ellims and Violet Edwards (Māori Standing Commitee Representative).
Apologies:	Councillors Pip Maynard and Martin Bosley. Mayor Martin Connelly (leave of absence).
In Attendance:	Amanda Bradley (General Manager Policy and Governance), Stefan Corbett (Group Manager Partnerships and Operations), Russell O'Leary (Group Manager Planning and Environment), Nicki Ansell (Lead Policy Advisor), and Amy Andersen (Committee Advisor). Emma McHardie-Wright and Natalie Street (GMD Consultants) Matt Carrere (Wellington NZ) Anna Nielson and Chrissie Cummings (Destination Wairarapa).
Conduct of Business:	This meeting Supper Room, Waihinga Centre, 62 Texas Street, Martinborough, and was livestreamed on the Council's YouTube Channel. The meeting was held in public from 9:00am to 10:46am.

Open Section

A1. Karakia Timatanga - Opening

Ms Edwards opened the meeting.

A2. Apologies

STRATEGY WORKING COMMITTEE RESOLVED (SWC2024/10) to accept apologies from Cr Bosley and Cr Maynard for late arrival.

(Moved Cr Gray/Seconded Cr Plimmer) *Carried*

A3. Conflicts of Interest

Cr Plimmer declared a conflict with the Freedom Camping Bylaw.

A4. Public participation

There was no public participation.

A5. Actions from public participation

There was no public participation.

A6. Extraordinary business

STRATEGY WORKING COMMITTEE RESOLVED (SWC2024/11) to add the member report, *Funding of Traffic Management Plans for Anzac Day Events*, to the agenda as item D1. This report was not included in the original agenda because clarification was required from community groups about their requirements for funding; information was obtained after the agenda had been released. This item cannot be delayed until the next meeting of the Committee because funding needs to be confirmed before ANZAC Day.

(Moved Cr Ellims/Seconded Edwards) Carried

A7. Confirmation of minutes

STRATEGY WORKING COMMITTEE RESOLVED (SWC2024/12) to accept that the minutes of the Strategy Working Committee meeting held on 14 February 2024 are a true and accurate record.

(Moved Cr Olds/Seconded Cr McAulay) Carried

A8. Matters arising from previous meetings

There were no matters arising.

B Decision Reports from the Chief Executive and Council Officers

B1. Freedom Camping Bylaw Deliberations

Ms Bradley, supported by Ms McHardie Wright spoke to the report, and responded to queries from the Committee, including Vintners Lane and issues relating to the camping close to dump station (public health, addressing concerns of business owners and residents, township restrictions).

Cr Maynard arrived at 9:17am.

Members queried how the bylaw would be enforced (application of fines to level of breach, ambassadors programme), what would happen when funding runs out for the ambassadors' programme, and the submissions process.

STRATEGY WORKING COMMITTEE RESOLVED (SWC2024/13) to recommend to Council to:

1. receive the *Freedom Camping Bylaw Deliberations* Report;

2. amend the Clifford Square Reserve Management Plan to allow for freedom camping to occur subject to the restrictions within the Freedom Camping Bylaw 2024.
3. adopt the Freedom Camping Bylaw 2024, as per Appendix 1.
4. authorise the Chief Executive to make any minor editorial changes to the above documents if required prior to adoption.
5. Support the trial of Freedom Camping Ambassadors ($47k grant from MBIE) for the 2024/5 camping season, and if successful, to consider ongoing funding in the next Long Term Plan.

[Items 1-5 read together]

(Moved Cr Olds/Seconded Cr Ellims) Carried

For: Acting Mayor Sadler-Futter, Cr Ellims, Cr Gray, Cr Olds and Cr McAulay.

Against: Cr Woodcock, Edwards.

Abstained: Cr Plimmer, Cr Maynard.

C Information Reports from Chief Executive and Council Officers

C1. Chief Executive's Update

Ms Smith spoke to the report and noted that the draft Government Policy Statement (GPS) on land transport was notified last week. SWDC are working through this with Carterton District Council as to whether a submission is made.

Members queried the status of interim speed management review. Mr Corbett spoke to the Committee regarding the relocation of signage on Jellicoe Street and the effects on speed zones/enforcement; the potential for permanent speed reductions outside of schools and processes for roading upgrades.
Ms Smith noted that Council's proposed changes would have no legal standing if central government changed their approach to speed management.
Members spoke about their concerns in relation to community safety and the funds already committed to completing the work on the interim speed management plan.
Ms Smith noted she would work with Mr Corbett to provide further information and advice on proceeding with the interim speed management plan.

Mr Corbett also provided updates in relation to work on structural bridges and Hinekura Road. Members queries whether signage for Hinekura Road would reflect the correct spelling. This will be followed up by Ms Smith.

C2. Wairarapa Economic Development Strategy Quarterly Update

Mr Carrere spoke to matters included in the report and provided an update on initiatives to support small businesses in the Wairarapa, and initiatives/events including 5 Trails and Wings Over Wairarapa.

C3. Destination Wairarapa Quarterly Update

Ms Nielson and Ms Cummings spoke to matters included in the report and noted the importance of "trade-ready products" and giving tourists reasons to visit and spend money within the regions; managing growth opportunities, including Dark Sky and attracting business to the South Wairarapa during the Winter months.

Members queries inclusion of Stonehenge in current plans and initiatives, and the the Mayor's sponsorship of the steering group and whether this had any implications for future funding decisions.

C4. Action Items

Action 406 – Mr O'Leary noted that a Senior Planner will send information to the Committee regarding natural hazards via email.

D Members Reports

D1. Funding of Traffic Management Plans for Anzac Day Events

Acting Mayor Sadler-Futter left at 10:18 – Councillors were reading through the item.
Cr Bosley arrived at 10:18am.
Acting Mayor Sadler-Futter returned at 10:19am.

Cr Olds spoke to matters included in the report and sought support for further funding of ANZAC Day events.

Members queried equity across the district in terms of support for each ward.

Members queried whether one TMP template could cover all three towns and discussed community fundraising for events.

STRATEGY WORKING COMMITTEE RESOLVED (SWC2024/14) to

1. To approve up to $21k plus GST of unbudgeted expenditure to fund traffic management plans for ANZAC Day events 2024.
2. To work collaboratively with RSAs from each Ward on ANZAC Day funding plans to support future events.

[Items 1-2 read together]

(Moved Cr Ellims/Seconded Cr Plimmer) Carried

E Karakia Whakamutunga - Closing

Ms Edwards closed the meeting.

The meeting closed at 10:46am.

Confirmed as a true and correct record

…….(Chair)

…….(Date)

…….(Chief Executive)

…….(Date)

Local Water Done Well – Regional Collaboration Proposal

1. Purpose

The purpose of this report is to:

a) Provide an overview of the Government's intended legislative changes to give effect to Local Water Done Well policy, including the requirement on councils to develop a water service delivery plan.

b) Ask the committee to agree in principle to sign a Memorandum of Understanding (MoU) to work collaboratively to start the process of developing a water service delivery plan which will include consideration of future delivery models.

c) Ask the council to nominate an elected member to be council's representative on the Advisory Oversight Group for the joint water service delivery plan process.

2. Recommendations

Officers recommend that the Committee*:*

a) **receives** this report.
b) **notes** the Government's intended legislative changes to give effect to the Local Water Done Well policy, including the requirement on councils to develop a water service delivery plan.
c) **Approves,** in principle**,** signing an MoU to commence work on a joint water service delivery plan with the other councils in the Wellington region.
d) **agrees** to delegate authority to the Chief Executive to finalise the MoU, consistent with discussions and any amendments made by the Committee; and
e) **appoints** to nominate an elected member to be council's representative on the Advisory Oversight Group for the joint water service delivery plan process.

3. Context

3.1 Local Water Done Well policy and legislative change.

The Coalition Government has followed through on its' policy of repealing the previous Government's Affordable Water Reforms, also known as Three Waters Reforms. The Government has repealed the Water Service Entities Act 2022, the Water Services Legislation Act 2023, and the Water Services Economic Efficiency and Consumer Protection Act 2023 and set out the process and legislative changes required to give effect to their Local Water Done Well policy.

Local Water Done Well policy is based on a clear premise that change is required and will happen. The policy is still under development, but indicatively will be based on the following requirements:

- **Councils to develop a Water Services Plan:** Within a year of the legislation coming into force, councils **must** develop a plan to transition to a new water service delivery model that can meet regulatory and investment requirements.
- **Enhanced regulation in relation to:**
    - water quality regulation
    - Infrastructure Investment (Economic) regulation
- **Financial sustainability** – water services models must be financially sustainable, based on:
    - Revenue sufficiency to fund ongoing operational and capital investment.
    - Ringfencing of funding to fund investment.
    - Funding for growth.

The Government has signalled that it intends to give effect to this policy through two further pieces of legislation in addition to the repeal legislation.

The first new bill, (#2 above), is expected to be introduced and enacted mid-2024. This bill is being informed by an expert Technical Advisory Group (TAG). This legislation is expected to set out a clear framework for councils to develop a future water service delivery plan within 12 months of enactment. It is also expected to set out the foundations for economic regulation and streamline requirements for establishing Council-Controlled Organisations (CCO's) under the Local Government Act. This will enable councils to move to different models, should they choose to do so.

The final bill, (#3 above), is expected to be introduced in late 2024 and enacted by mid-2025. This is expected to set out provisions relating to long-term requirements for financial sustainability, provide for a complete economic regulation regime, and a new range of structural and financing tools, including a new type of financially independent Council-Controlled Organisation.

This bill will also establish regulatory backstop powers, to be used when required to ensure effective delivery of financially sustainable and safe water services, for example, step-in rights for government if required. In addition, it will make amendments to the water regulator's legislation to be used to ensure delivery of financially sustainable and safe water services.

All legislation to support the implementation of Local Water Done Well is expected to be passed by mid-2025 – ahead of the local government elections in October 2025.

3.2 The Wellington Region

Councils in the Wellington region are facing stark challenges to meet the investment needed for drinking water, wastewater, and storm water infrastructure. The recent water shortage crisis, combined with significant losses through water leaks highlight the scale of the issues faced. There is no quick fix to decades of under investment in waters infrastructure.

The challenges involved in funding and delivering of waters services have been the subject of several major reviews, policy processes and legislative reform since at least 2016. Three major reviews (the Havelock North Drinking Water Inquiry 2016-2017, the Three Waters Review - 2017-2019, WCC Mayoral Task Force on Three Waters 2020), all concluded that councils were struggling to maintain and renew their ageing water infrastructure.

These reviews have confirmed that significant and sustained investment is required over the coming decades to ensure councils can continue to enable growth, provide safe drinking water, improve environmental water quality, and are resilient to future seismic and climate change events. This level of investment is not possible for local government under current borrowing settings and any attempts to increase expenditure through rates will be unaffordable for communities.

For council, the key issues being faced are resilience of water supply networks, failure of old pipes leading to infiltration and ingress issues, and compliance and capacity issues at wastewater treatment plants. There is a significant backlog of investment required in an aging and failing network. As a result, for South Wairarapa:

- Three out of four water treatment plants are non-compliant with Taumata Arowai's requirement for monitoring instrumentation.
- Two out of four water treatment plants have insufficient treatment to fully mitigate the water source risk.
- All four wastewater treatment plants are at or beyond design capacity for at least one element of consent compliance

- All South Wairarapa wastewater treatment plants are dealing with significant performance issues, and all require significant investment to return to full compliance.
- Future levels of investment will be a challenge under current council financial settings. Projections show council will approach its borrowing limits and will not be able to continue to load debt onto the balance sheet. A new approach is needed that will address the balance sheet limitations for council or the establishment of a new delivery model that can raise capital based on asset ownership or guaranteed revenue streams.
- Ongoing increases in rates will be unacceptable and unaffordable
- Enabling growth and housing supply will be increasingly challenging due to the investment needed in maintaining the systems that are already in place.
- The ability to meet increased regulatory requirements (both costs and processes), for environmental, drinking water and economic regulation will be challenging and costly.

A critical part of any future water service model will be the ability to deliver the level of investment required. This will require a model that can borrow, and over time can increase revenue from water users to a level where revenue sustainably covers the true costs of services. This could be through some form of price parity with a crucial consideration being that this is fair, affordable and delivers value for money for the community.

4. Options and discussion

4.1 Developing a water service delivery plan – considerations.

Based on direction from Government to date and expected legislative change, council will be required to develop a water service delivery plan by around mid-2025. Council has options to develop this independently, or to work with other councils in the region.

Working with other councils in the greater Wellington region offers the opportunity to collectively engage in legislative process, leverage the thinking and ideas from other Council's and optimise effort to ensure the proposed changes are in the best interest of our communities before formally committing to a partnership.

While there is no mandated future model, it is expected that the legislation will create a new type of CCO or Council Owned Company (COC). This indicates that the Government appears to have this as a preferred model for water services.

Joining a Wellington regional approach to water services delivery does not commit Council to being part of the agreed delivery model. Given the fact that SWDC is already intrinsically linked to Wellington Water Ltd (WWL) and that there would be implications for WWL in any future model developed, it would be challenging for council to develop the water service delivery plan unilaterally. Working with other Wairarapa councils only could also be an option, however, this would reduce the benefits of a regional approach of scale, although potentially minimising establishment cost and time requirements.

4.2 Regional approach to develop a water service plan

Informed on these considerations, an approach to enable regional collaboration on a water services plan has been developed for council's consideration. This approach is based on a collaborative and

non-binding partnership between councils in the greater Wellington region to work through a process robustly and efficiently.

Importantly, the proposed process would not transfer any formal decision-making responsibilities or delegations from council. Any future decisions on a water service plan, preferred models or commitments to future change would remain with council.

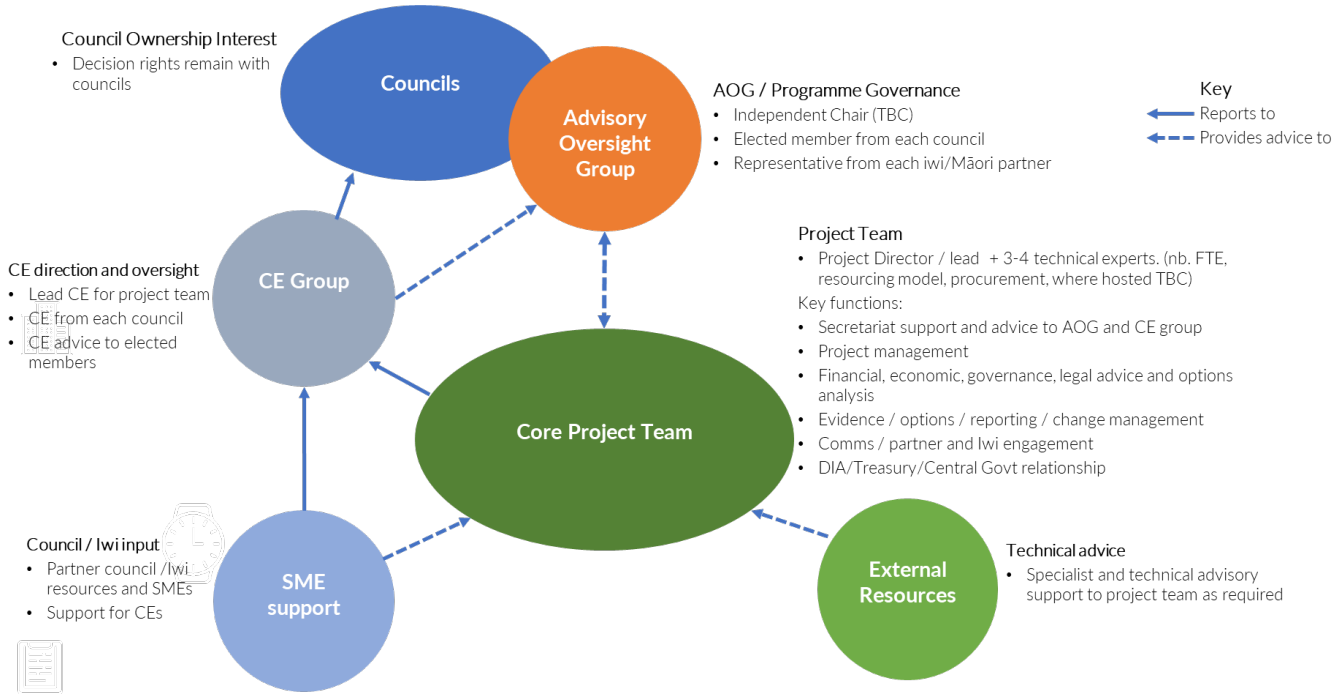
It should be noted that participating in the Wellington regional collaboration process does not preclude Council from joining together with a sub-set of the Wellington Councils or going it alone e.g. the Wairarapa Councils, or an entirely new group of Councils e.g. Hawkes Bay and Tararua.

A commitment to regional collaboration in develop-ing a water service plan would be confirmed by signing a joint MoU. The draft MoU is attached in Appendix 1.

As part of this approach, councils would establish a joint governance oversight group called the 'Advisory Oversight Group' (AOG) made up of elected members and Iwi / Māori partner representatives.

The proposed structure for a Wellington regional collaborative approach is shown below.

Proposed structure for regional approach to developing a joint water services plan



The AOG would be chaired by an independent chair with suitable expertise in local government, financial models and large-scale utility operations.

The draft terms of reference for the AOG is appended to the MoU, see Appendix 1. The AOG is not a formal joint committee and has no formal decision-making rights. Support would be provided by Chief Executives and a joint project team.

4.3 Objectives and output

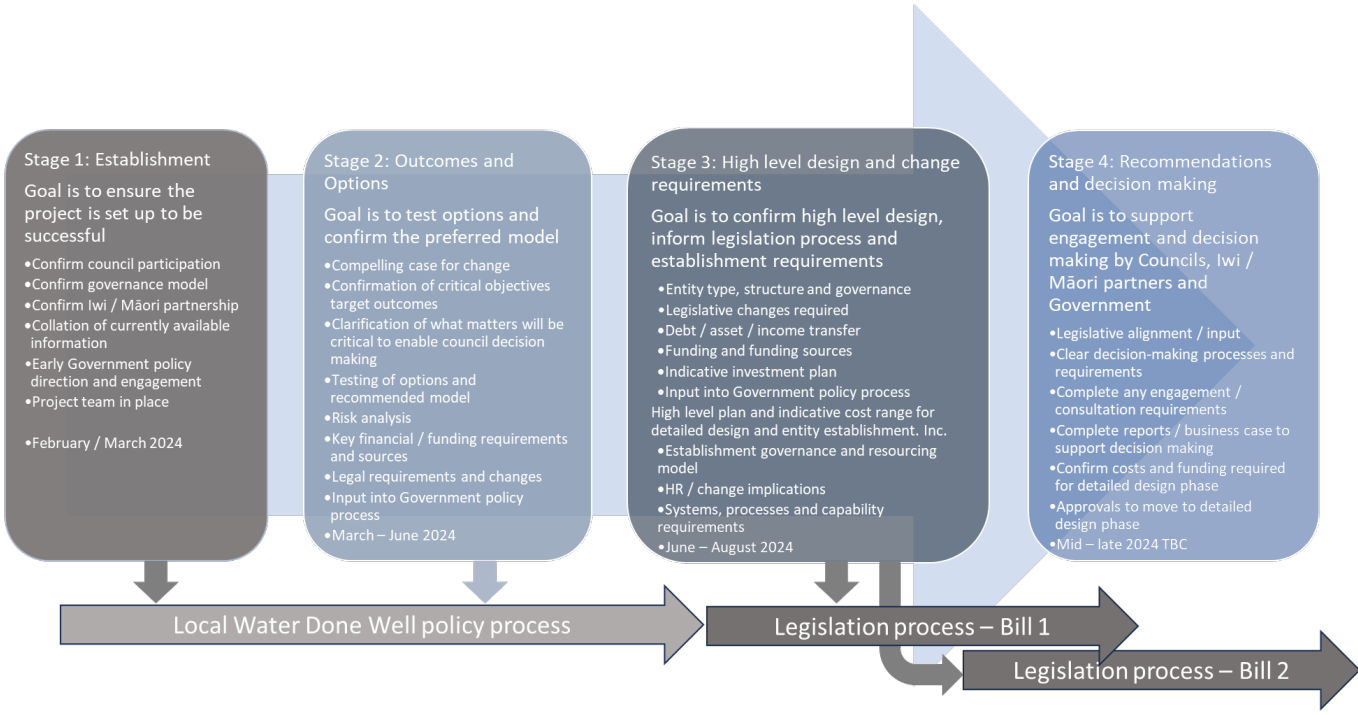
The key deliverable from the regional collaboration would be a joint water services plan for the region, including options for future delivery models based on strategic option selection and high-level design

Critical success factors are that the water services delivery plan and any future model:

- Delivers to the principles of Local Water Done Well.
- Is based on a sustainable funding model.
- Is supported by Government policy *and* enabled through legislative change.
- Is supported by all councils and Iwi / Māori partners which are part of this process.
- Provides sufficient information for councils and Government to commit to subsequent phases of the plan – i.e., detailed design and implementation.

The high-level process and timing for this approach is shown below.

Indicative process and timing for Wellington regional water services plan



This regional collaboration anticipates a staged approach to development of a water services plan aligned with the development of legislation. This would provide testing of options based on agreed outcomes by around mid-2024 which would provide evidence to inform a high-level design of a future operating model that is fit for purpose for Council. This would enable the completion of the water services plan by early to mid-2025, aligned with the expected requirements of legislation.

4.4 Risk

The timeline indicated by government is very tight and there are a lot of unknowns in the detail. Moving so quickly from Affordable Water Reform to Local Water Done Well without clear policy or direction on the right model leaves us exposed in deciding on whether to approach this regionally, sub-regionally or independently. However, joining into the non-binding, regional collaboration approach seems the best option, at this point, to mitigate the risk of being left behind when the bills are introduced, and we are forced to act.

As government policy becomes clearer, and options are explored within the AOG model, council can be kept informed, and decisions can be made based on learnings as to the best option for South Wairarapa.

5. Financial implications

There are no immediate financial implications of this paper.

The regional collaboration is seeking to utilise underspent Three Waters Transition funding to fund the initial programme until August 2024. At this point, the South Wairarapa contribution would be less than $10,000 and funds are available from within the transition funding pot.

Participation beyond August 2024 will require additional funding, and this is not currently included in the 2024-25 Enhanced Annual Plan.

6. Implications for Māori

Changes to water management will raise a range of significant issues for Iwi / Māori including water quality, priorities for investment and how to give effect to Te Mana o Te Wai.

As part of this process, council will need to confirm with Iwi how they wish to participate in the discussions on the future of water services delivery. Engaging in the regional collaboration from the outset will provide Iwi with the opportunity to shape the direction of the delivery model, reduce miscommunication and eliminate the need for Iwi to engage separately from Council.

7. Consultation and engagement implications

It is expected that the proposed legislative changes and water services plans will be of considerable interest to communities, partners and other stakeholders and engagement will be required.

The regional collaboration process will need to consider how this is effectively undertaken, including any statutory requirements for engagement in relation to water services plans or future delivery models.

Until legislation is enacted, and the pathway forward is clear so that Council is in a position to consider a change to the delivery of water services, formal engagement will not be undertaken.

8. Legal implications

The proposed legislative changes and water services plans will raise a range of legal issues and considerations for councils to work through. These are expected to be confirmed as part of the two proposed bills to be introduced during 2024 and enacted by mid-2025.

9. Appendices

Appendix 1 – Draft Memorandum of Understanding: Water Services Delivery Plan for the Wellington region

Contact Officer: Janice Smith, Chief Executive

Appendix 1 – Draft Memorandum of Understanding: Water Services Delivery Plan for the Wellington region

Attachment 1: Memorandum of Understanding

Local Water Done Well – Wellington Regional Collaboration Proposal

DRAFT

Regional approach to a water services plan

Regional approach to a water services plan

Based on direction from Government and expected legislative changes, councils will be required to develop a water service delivery plan by around mid-2025.

The signatories to this Memorandum of Understanding (MoU) have committed to a regional collaboration process to develop a water services plan including consideration of future delivery models.

This process is based on a collaborative and non-binding partnership approach between councils in the Wellington region to work engender robust and efficient outcomes.

Any future model and options to be considered will need to respond to agreed objectives and consider future approaches which are workable, affordable, sustainable and meets the needs of communities and the environment.

Outputs from this process

The key deliverable from this regional collaboration is a joint water services plan, including for a preferred future delivery model based on strategic option selection and high-level design. This process and outputs do not preclude any council from choosing to develop its own water services plan.

Critical success factors are that the water services delivery plan and any future model:

- Supports the principles of Local Water Done Well
- Is supported by all councils participating in this process
- Is supported by Iwi / Māori partners which are part of this process
- Is supported by Government policy *and* enabled through legislative change
- Is based on a sustainable funding model
- Enables commitment from councils and Government to move to subsequent phases to deliver the plan – detailed design and implementation

This MoU outlines the expectations on signatories and the Terms of Reference (ToR) for the Advisory Oversight Group (AOG) for this process.

Changes to legislative framework

Change is coming to how water is regulated and managed by local authorities. The Government has repealed the Water Service Entities Act 2022, the Water Services Legislation Act 2023, and the Water Services Economic Efficiency and Consumer Protection Act 2023 and has set out the process for legislative change to give effect to the Local Water Done Well policy through two further stages of legislative change which are expected to be passed by mid-2025.

Local Water Done Well policy is based on a clear premise that change is required and will happen. The policy is still under development, but indicatively will be based on the following requirements:

- **Councils to develop a water services plan:** Within a year, councils must develop a plan to transition to a new water service delivery model that can meet regulatory and investment requirements.
- **Increased regulation in relation**
    - Water quality regulation
    - Infrastructure investment (Economic) regulation
- **Financial sustainability** – water services models must be financially sustainable, based on:
    - Revenue sufficiency
    - Ringfencing to fund investment
    - Funding for growth

Regional collaboration on a water services plan

In the context of this change, the signatories to this MoU have agreed to work with other councils in the region as this offers the opportunity to collectively engage in this legislative process to ensure a sustainable, workable future model is identified and can then be implemented. This may include a specific model for council or some form of joint model with other councils.

This approach will enable regional collaboration on a water services plan based on a collaborative and non-binding partnership between councils in the Wellington region to work through this process robustly and efficiently.

The process does not transfer any formal decision-making responsibilities or delegations from ant council. Any future decisions on a water service plan, preferred models or commitments to future change would remain with each council.

Advisory Oversight Group

As part of this approach, councils have agreed to establish a joint governance oversight group called the 'Advisory Oversight Group' (AOG) made up of elected members. Iwi / Māori partner representatives will also form part of this group, with the approach and membership to be confirmed working with Iwi / Māori partners during the establishment phase.

The AOG would be chaired by an independent chair with suitable expertise in local government, financial models and large-scale utility operations.

The draft terms of reference for the AOG are appended to this MoU. The AOG is not a formal joint committee and has no formal decision-making rights. Support would be provided by Chief Executives and a joint project team.

Formation of the AOG and signing of the MoU signals a commitment by councils and Iwi / Māori partners to work together through a collaborative and non-binding process.

Dated: Endorsed on behalf of signatory councils by members of the AOG on DATE.

SIGNATURES OF MEMBERS ON BEHALF OF ORGANISATIONS – *TO BE INSERTED*

COUNCIL

COUNCIL

APPENDIX 1: Terms of Reference for the Advisory Oversight Group

Advisory Oversight Group

As part of a joint regional approach detailed in the MOU – Local Water Done Well – Wellington Regional Collaboration Proposal, councils have agreed to establish a joint governance oversight group called the 'Advisory Oversight Group' (AOG) made up of elected members. Iwi / Māori partner representatives will also form part of this group, with the approach to be confirmed working with Iwi / Māori partners during the establishment phase.

Decision making and delegations

The AOG does not have any formal decision-making responsibilities or delegations. These remain with each council, including any future decisions on preferred models or commitments to future change.

The AOG is not a formal joint committee. Formation of the AOG forms part of the commitment by councils and Iwi / Māori partners to work together through a collaborative and non-binding process.

Where direction on the process or options being considered is required from the AOG, this will as far as possible be undertaken by consensus.

Key tasks and partnerships outcomes

The AOG will work in partnership to:

- Provide political oversight and alignment of this process to demonstrate visible and collaborative leadership
- Build trust and strengthen organisational relationships
- Build better understanding of partners' perspectives and identify shared objectives and areas of alignment
- Operate at a strategic level owning key relationships for the future water model process and supporting the mitigation of any escalated risks
- Assist information sharing, efficient and effective working including opportunities to collaborate, and provide a stronger voice when advocating to others including a shared story for the people of the Wellington region and for investment

Advisory Oversight Group membership and structure

Membership

The Advisory Oversight Group shall consist of:

- An independent Chair (with an agreed Deputy Chair in the event that the Chair is unavailable)
- An elected representative from each of the partner councils
- Representative from Iwi / Māori partners – to be confirmed working with Iwi / Māori partners
- Any other person considered necessary by the AOG to ensure the effective functions of the group

Attendance at meetings would include council CEs.

Structure for AOG

- A quorum is the majority of members, or half the members where there is an even number of members. No business may be transacted at a meeting if a quorum is not present.
- Members are expected to attend all meetings, except in exceptional circumstances, as notified to and agreed by the Chair.
- In the event that the Chair is unavailable, the Deputy Chair shall chair the meeting.
- In the event that any member is unavailable for a meeting, any of the partners may nominate an alternate. **Or** There will be no alternate appointments.
- The AOG will be supported by a Secretariat and Project Team. The role and focus of this Secretariat is set out below.
- The AOG shall meet at least XXX, or as otherwise required. Meetings shall be hosted by one of the partners as agreed. Invites and coordination of meetings shall be managed by XXX.
- Wider invites to relevant partner organisations [such as DIA], shall be determined by the meeting Agenda.
- The meetings are not public but shall be transparent in terms of agenda and outcomes. Effort will be made to distribute any meeting papers at least 3 working days ahead of the meeting date. Recognising that the AOG does not hold any formal decision-making powers or delegations, papers shall be brief and avoid duplication with matters best dealt with through existing council decision making processes and delegations.
- Membership shall be reviewed and reconfirmed on an annual basis or if the project moves beyond confirmation of a plan for future water to the implementation of this model.

Senior managers group

The AOG will be supported by a Senior Managers group of the partners. This will consist of CEs or nominees from each partner organisation.

This group will be chaired by a nominated Chair (with an agreed Deputy Chair in the event that the Chair is unavailable).

The role and focus of the Senior Managers Group is to ensure advice and support to the AOG is effective and efficient, including:

- Provide senior management oversight and alignment of this process to demonstrate visible and collaborative leadership
- Testing and confirm the direction for the process including objectives, options analysis and required analysis in order to provide confidence and certainty to stakeholders and the community
- Provide advice and direction and to assist the responsible staff to manage and resolve issues and risks including alignment with wider strategic regional issues, the expectations of key partners, stakeholders and the community.
- Support the identification, mitigation or management of key risks and issues
- Assist information sharing, efficient and effective working, and provide a stronger voice when advocating to others including a shared story for the people of the Wellington region and for investment
- Ensure that the project team is resourced and supported.

Project team and Secretariat – role, responsibilities and membership

Support for the AOG will be provided by the project team based on a small core team supported by resources from partners. Detail to be confirmed through the project scope, based on expectation of:

- Project Director reporting to the senior managers group. This role will lead the project and be responsible for coordination of the Agenda for AOG meetings (including actions) and programme design and delivery across the partners (nb. role description and tasks to be defined)
- 3-4 technical resources (size, resourcing model, procurement, where hosted TBC) providing expertise and workstream leadership for:
    - Secretariat support for AOG and Senior Managers group
    - Project management
    - Financial and options analysis
    - High level design of financial, funding, legal, governance etc elements for the preferred option
    - Evidence/options/reporting; change management
    - Comms planning and deliver for partner and iwi engagement
    - DIA relationship
    - Operational requirements
- Nb. Other resources and functions to be confirmed by agreement of the scope and timeline e.g. financial analysis, options analysis, change management / HR requirements etc as detailed in the project plan.

Funding

Funding required for this process will include the Independent Chair, Project lead, workstream leads, secretariat and programme resources.

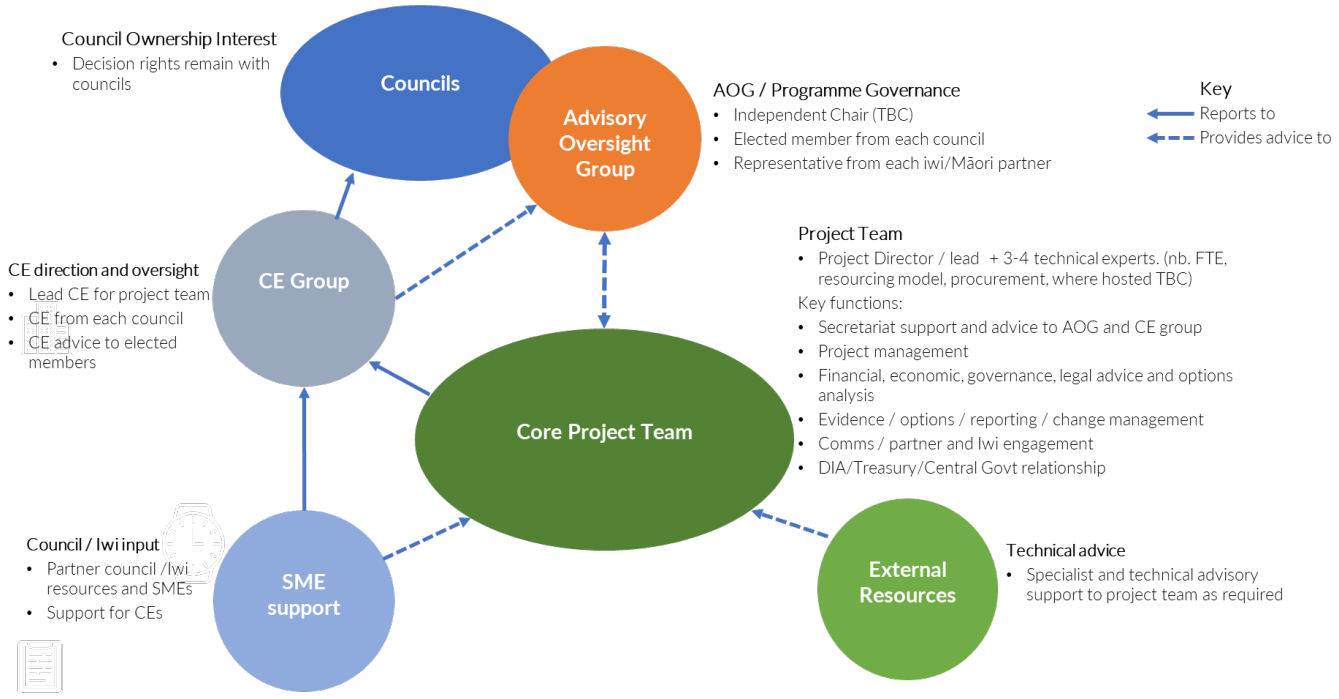
The partners will confirm a budget. A funding plan shall be developed with the costs split on an agreed basis. This budget and funding plan shall be reviewed and updated at least on a semi-annual basis.

Communications and media protocols

The partners commit to working together to ensure a coordinated communications and engagement approach to ensure a no surprises basis. This includes utilisation of agreed key messages and communications plan along with any developed communications brand and website as required.

The partners will develop and agree a communications plan that sets out key messages, protocols and channels in more detail as required for each phase of the project. This shall be reviewed and updated at least on a semi-annual basis.

Attachment 1: Structure of Advisory Oversight Group and supporting functions



Attachment 2: Charter / Project scope

Under development

Wairarapa Library Service Review

1. Purpose

To inform the Committee of the findings of the review of the Wairarapa Library Service (WLS) and discuss lessons learned and next steps.

2. Executive Summary

The review was an internal desktop exercise carried out between August to November 2023. SWDC Councillors commissioned the review in response to issues that emerged during the 2023 Annual Plan process centred around the WLS having inadequate staffing levels to deliver on its current agreed levels of service.

The review assesses the delivery of a professional library service against Councils' governance documents, financial and management best practice, and national and international standards for libraries. It establishes that:

- Public perception of WLS is very favourable, and usage of collections is strong.
- Membership of WLS has increased by 35% between 2021 and 2023 and continues to grow.
- In 2023 membership for WLS stands at 11,584 from a combined population estimate of 21,000.
- Formal Satisfaction Ratings are consistently high (85-90%), with SWDC results continually topping the Council results and comparing well with other public libraries.
- WLS policies for the development of collections, management of the WLS, and financial management are all industry and/or Council standard with no irregularities revealed.
- The primary challenge faced by the WLS in the period under review has been financial pressure attached to restricted operating costs and inadequate funding to maintain required FTE levels.
- Financial management has met the standard expected of any SWDC business unit. There are no irregularities registered by Finance or picked up during external audit processes.

- In comparison with other New Zealand libraries serving populations of less than 20,000 people, WLS staffing of 9.57 FTE (13 actual) across 4 branches is low, but opening hours and service levels are on par.

3. Recommendations

Officers recommend that the *Committee:*

Recommendation 1
Receive the Wairarapa Library Service Review.

4. Background

The WLS is a shared service between South Wairarapa District Council (SWDC) and CDC which operates four libraries in Carterton, Martinborough, Featherston and Greytown.

The South Wairarapa District Council (SWDC) Infrastructure and Community Services Committee (ICSC) on 25th July 2023 requested an internal review of the Wairarapa Library Service (WLS), with the review report to be tabled and discussed with Councillors in November 2023. This deadline was extended by mutual agreement to first quarter 2024. The review is a SWDC initiative. We have consulted with the CDC, but they have not had substantive input into the review.

The terms of reference specified the scope of the review as the business model, management, purpose, funding, operating model, and service specifications of the WLS; and the review period to cover 2020-2023, outlining the current library service model, its performance, and areas of challenge and opportunity.

The development of the Library Service can be summarised in the following timeline:

May 2000	Establishment of library committee to liaise through a working group to consider: - computer software - legal entities to manage a joint service
October 2000	Councils resolved to: - investigate a joint collection and purchasing for it. - form a joint library catalogue
March 2019	Shared service review
March 2020	Library Manager position created to consolidate and modernise the shared library service.
August 2020-July 2023	Integration of the WLS operational policies, processes, and procedures.

The review provides evaluative findings and makes recommendations that may improve the WLS. We have picked up on the major findings of the review for discussion with the Committee. Some of the operational recommendations will be considered separately by management and potentially inform AP/LTP proposals.

This executive summary will also be provided to:

☒Maori Standing Committee
☒Featherston Community Board

☒Greytown Community Board
☒Martinborough Community Board
☒[Finance Committee, Assurance and Risk Committee

5. Prioritisation

5.1 Te Tiriti obligations

Engagement considered not required in this case.

5.2 Long Term Plan alignment

☐Spatial Plan
☒Long Term Plan
☐Annual Plan

6. Discussion

As part of the review process, Officers have looked at the process we ran around the Annual Plan 2023/24 and considered any lessons learned. The following points emerged:

1) Changes to WLS service model and the impact of any reduced service level on the community must be communicated in advance and in more detail to Elected Members. In the future we will be providing more information and creating discussion time for Elected Members on any anticipated WLS level of service changes. This is an important part of our agreed no surprises culture.
2) More clarity would have been useful in the Annual Plan process around the impact of not receiving the $165,000 requested for casual staff. The messaging to the public and Elected Members didn't properly capture the fact that without the requested funding we would face branch closures that would equate to a meaningful reduction in level of service. We will carry that experience forward into future consultation processes.
3) There was some confusion about the connection between baseline operating expenses and the Central Government (NZLPP) funding received by the WLS in Financial Year 2022/23. NZLPP funding was intended to lead and support COVID 19 recovery work across New Zealand library systems, especially public libraries, for a finite time. Essentially, prior to the NZLPP funding we had been in an under-staffed situation in the libraries with increasing pressure on our operating budgets. The NZLPP funding allowed us to operate at fully staffed levels for 12 months in 2022/23 and to initiate several temporary new programmes. However, at the end of that funding in June 2023 we reverted to a situation where we didn't have sufficient staff to run our four branches at current levels of service.
4) In the Annual Plan 2023 we therefore requested $165,000 for casual staff to be used when we didn't have permanent staff available. That was based on our actual costs over the previous year for casual staff and correlated with the cost of three casual library assistants at approximately $55,000 per annum per

person. We asked for funding for casual staff rather than requesting additional permanent staff because our understanding from Elected Members was that it was more desirable to hire casuals and only use what budget we needed to cover gaps, rather than increase overall headcount. We accept that the pros and cons of casual versus permanent staff and discussion of the central problem we faced re staffing and service levels could have been explored in a more detailed manner with Elected Members during the Annual Plan 2023/24 process.

5) We are maintaining our current reduced level of service using unbudgeted expenses for casual staff, while we seek approvals for two new permanent FTE in the Annual Plan 2024/2025. If we can gain these approvals our staffing level will increase to 8.75 permanent FTE (plus the Library Service Manager) over the three SWDC libraries. That will greatly reduce the amount of casual labour required. If we can achieve that level of staffing that would allow CDC to fully rejoin the shared roster system.
6) There was an incomplete conversation around the Annual Plan 2023/24 process about the use of volunteers. We will explore the formation and use of a volunteer pool for duties that do not have to be performed by a qualified librarian. That will help take the pressure off our permanent staff and is a way of meaningfully connecting the community to the WLS. More information will be provided.

Given the findings of the review, and taking due account of the issues discussed above, Officers also intend to take the following actions:

Action 1
We will position libraries more prominently in Council's major strategic and planning documents to properly explain the important contribution they make to the four well-beings.

Action 2
We intend to improve the visibility of WLS strategic issues and performance for Elected Members through reporting. At the same time, we will improve performance measures for libraries in LTP and major strategic and planning documents so that they focus on transformative outcomes that contribute to the four well-beings rather than the largely transactional measures being used at present.

Action 3
As part of the forthcoming assessment of Council's capital assets, we will explore opportunities for operational and fiscal efficiencies. This is a priority of the newly appointed Library Services Manager. This could include alternative delivery mechanisms (e.g. mobile library services), introduction of new technologies, use of volunteers, improved digital capability, better harmonised systems with CDC, and different use of physical spaces.

Action 4
To address longstanding understaffing issues in the WLS we propose the addition of two new full time FTE from 1 July 2024 at a cost of $150,000 per annum. This responds to requests from the community and Elected Members that the WLS continues to deliver on the current agreed levels of service while longer term options for change are considered. Approvals will form part of the forthcoming deliberations report for the Annual Plan.

Action 5
We will implement RFID technology to make more efficient use of staff time and improve service to customers. Without RFID our membership of the SMART library service is jeopardised, and we are not keeping up with other comparable libraries throughout the country. Our estimates indicate that RFID tags used for self-issue of books, taking inventory, and for the external click and collect service, might cost around $110,000. This cost could be phased over two years. Presently the budget is allocated in outyears 2 and 3 but if it was deemed desirable then approvals could be brought forward to the forthcoming Enhanced Annual Plan. CDC have also included RFID into their LTP for consideration and see the benefit of introducing it cross the WLS network. We need to ensure we have our timing aligned between the two councils.

Item	Y1 2024/25	Y2 2025/26	Y3 2026/27
RFID Tags		9,000	
Self-Issue Stations (1 per site)	-	55,000 + 2,500 project costs	
RFID inventory wand	-	6,100	
External Click and Collect lockers (FTN and MTB)	-		50,000

7. Strategic Drivers and Legislative Requirements

7.1 Significant risk register

☒Relationship with iwi, hapū, Māori

☐Climate Change

☐Emergency Management

☒IT architecture, information system, information management, and security

☒Financial management, sustainability, fraud, and corruption

☐Legislative and regulative reforms

☒Social licence to operate and reputation

☒Asset management

☒Economic conditions

☒Health and Safety

7.2 Policy implications

Not applicable.

8. Consultation

8.1 Communications and engagement

The persons who are affected by or interested in this matter are the ratepayers of South Wairarapa, Council staff, Carterton District Council as the shared service partner, SMART libraries, Public Libraries New Zealand, and library managers of public libraries throughout New Zealand.

As such a communications plan will be prepared by SWDC prior to public release of this report as it is anticipated there will media interest and reaction to this report.

8.2 Partnerships

Have you completed a communications plan for the work described/project to engage/communicate with partners/key stakeholders e.g. Waka Kotahi, Kainga Ora, community groups, particular individuals etc?

☐Yes ☒No

If no, is a communications plan required?

☒Yes ☐No

9. Financial Considerations

Financial implications will be considered during the Annual Plan process and subject to approvals at that time.

10. Climate Change Considerations

There are no positive or negative effects on climate change from this decision.

11. Health and Safety Considerations

There are no health and safety considerations.

12. Appendices

Appendix 1 – WLS Review report

Contact Officer: Louise Dowdell, Manager - Wairarapa Library Service
Reviewed By: Stefan Corbett, Group Manager Partnerships and Operations

Appendix 1 – WLS Review report

Review of the Wairarapa Library Service 2023

1. Purpose

The South Wairarapa District Council (SWDC) Infrastructure and Community Services Committee (ICSC) on 25th July 2023 requested an internal review of the Wairarapa Library Service (WLS), with the review report to be tabled and discussed at the ICSC 15th November meeting.

The terms of reference specified the scope of the review as the business model, management, purpose, funding, operating model, and service specifications of the WLS; and the review period to cover 2020-2023, outlining the current library service model, its performance, and areas of challenge and opportunity.

2. Background

The WLS is a shared service between South Wairarapa District Council (SWDC) and CDC which operates four libraries in Carterton, Martinborough, Featherston and Greytown.

The development of the Library Service can be summarised in the following timeline:

May 2000	Establishment of library committee to liaise through a working group to consider: - computer software - legal entities to manage a joint service
October 2000	Councils resolved to: - investigate a joint collection and purchasing for it. - form a joint library catalogue
March 2019	Shared service review
March 2020	Library Manager position created to consolidate and modernise the shared library service.
August 2020-July 2023	Integration of the WLS operational policies, processes, and procedures.

3. Executive summary

The review was a desktop exercise carried out between August to November 2023. SWDC commissioned the review in response to issues raised during the 2023 Annual Plan process with the WLS having inadequate staffing levels to deliver on its current agreed levels of service. As such, while CDC's input has been sought and received throughout the review, the focus is on SWDC.

The review assesses the delivery of a professional library service against Councils' governance documents, national and international standards. It establishes that:

- Public perception of WLS is high, usage of collections is strong.
- Membership of WLS has increased by 35% between 2021 and 2023. Membership in SWDC has increased by 34%, with Greytown seeing the largest growth and Martinborough the least.
- In 2023 membership for WLS stands at 11,584[1]. In 2023 almost 60%[2] of the SWDC/CDC population is a library member.

[1] Library management system August 2023.
[2] Carterton population 9, 198 https://www.stats.govt.nz/tools/2018-census-place-summaries/carterton-district SWDC population 10,575 https://www.stats.govt.nz/tools/2018-census-place-summaries/south-wairarapa-district

- Formal Satisfaction Ratings are consistently high (85-90%), with SWDC results continually topping the Council results and comparing well with other public libraries.
- The 2023 WLS Collection Development and Management Policy is consistent with international standards[5], develops and manages the collection in a consolidated style and streamlined the processes involved, was approved, and implemented. It was first developed in 2020.[6]

In reviewing the management of the WLS, the review establishes that:

- Service levels have been successfully delivered in the face of significant financial pressure. WLS costs have been squeezed over successive Annual Plans to achieve savings. The model requires further investment in FTE if it is to operate at current service levels.
- Financial management has met the standard expected of any SWDC business unit. There are no irregularities registered by Finance or picked up during external audit processes.
- In comparison with other New Zealand libraries serving populations of less than 20,000 people, WLS staffing of 9.57 FTE (13 actual)[7] is low, yet the opening hours are on par.
- At a district level, comparative library services with populations of 10,000, operate one to two sites, and are more fully staffed. Again, opening hours for WLS are on par or better.

The purpose of the library service is largely undefined at the Council level, which provides a driver to examine and reconsider the overall business and operating models of WLS. We are recommending that a decision is taken to increase the current FTE levels by 2FTE to maintain current service levels, while more far-reaching options for change in the WLS are considered.

In its current form, the service is strongly invested in a bricks and mortar model of operating multiple physical branches. Smart use of technology, operation of a mobile service, improvements in operational design, and integration with the strategic outcomes of the other Council business units, could see the WLS model be significantly transformed and made more efficient.

The shared service has delivered on the intended outcomes documented in the Council documents. However, the management of the shared library service is made more difficult by differing administrative, operational, and technology standards.

[3] Defined as those who have used their library card in the past two years.

[4] Analysis & Insight Report 2021-22 (plnz.org.nz) P7

[5] IFLA Statement on Libraries and Intellectual Freedom

[6] https://swdc.govt.nz/wp-content/uploads/Wairarapa-Library-Service-Collection-Development-Management-Policy-Feb-2023-FINAL.pdf

[7] Calculated using a 40hour working week: SWDC 6.32 FTE (8 actual), CDC 3.25 FTE (5 actual). SWDC operates a 37.5 hour working week. CDC operates a 40hour working week.

4. Recommendations

The report makes the following recommendations:

1. Libraries be more prominently positioned in Councils' major strategic and planning documents, to properly profile and explain the contribution they make to the four well-beings of communities.
2. Increase the profile of libraries with elected officials by ensuring the purpose and expected outcomes are clarified.
3. Reporting to the Council through the relevant portfolio lead should operate to ensure a shared understanding on governance issues. Opportunities should be taken to improve performance metrics for the WLS in the forthcoming LTP process.
4. Investigate options for future proofing the libraries through better use of technologies[8], further integration and rationalisation options, and alternative delivery mechanisms.
5. Approval be given for two new FTE on a fixed term basis to enable the delivery of the current agreed levels of service, while longer term options for change are considered.
6. Ensure appropriate resource and performance measures are in place to maintain service centre functions at designated WLS sites.
7. As part of a wider council assessment of corporate overhead allocation, consider a review of how corporate overheads as a component of the overall WLS budget are calculated.
8. Make improvements to the operational elements such as the IT environment, digital
9. capability, and physical spaces, as part of any future service integration.

5. Introduction

Nationally, there are 64 public libraries in Aotearoa with 327 branches[10]. Public libraries are a core service provided by New Zealand local government authorities and play a key role in the delivery of the social, economic, environmental, and cultural wellbeing outcomes for New Zealand communities.

The WLS is one of only two shared library services in Aotearoa[11]. Serving a combined population of 20,000, it is a small library, one of 19 in NZ.[12]

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[10] https://plnz.org.nz/resources/Documents/PLNZ%20Annual%20Report%202022_FINAL3.pdf P15

[11] Central Otago is the other.

[12] Small is classified as up to 19,999 people, medium is between 20,000-49,999, large 50,000 and above. WLS comparative libraries include Buller, Central Hawkes Bay, Clutha, Gore, Grey District, Hurunui, Kaikoura, Kawerau, Opotiki, Otorohanga, Rangitikei, Ruapehu, Stratford, Tararua, Waimate, Wairoa, Waitomo, and Westland. Public Libraries of New Zealand Annual Statistics Report 2021

In evaluating the performance of a library service, the 2004 New Zealand Public Library Standards[13] recommend it be evaluated against:

- National and international standards
- Performance of other comparable libraries
- LTP and other plans of the governing authority
- Long-range library plans
- Historical performance of the library service in the context of community profile.

6. National and International Standards

The International Federation of Library Associations (IFLA) provides a globally recognised set of duties for public libraries to deliver[14] and a useful place to begin evaluating WLS' performance. Areas that WLS is not currently delivering on could be scaled to suit a small regional library service.

WLS is delivering	**WLS is not yet delivering**
Providing access to a broad range of information and ideas free from censorship, supporting formal and informal education at all levels as well as lifelong learning enabling the ongoing, voluntary, and self-conducted pursuit of knowledge for people at all stages of life	Providing their communities with access to scientific knowledge, such as research results and health information that can impact the lives of their users, as well as enabling participation in scientific progress
Providing opportunities for personal creative development, and stimulating imagination, creativity, curiosity, and empathy	Providing adequate information services to local enterprises, associations, and interest groups
Creating and strengthening reading habits in children from birth to adulthood	Preservation of, and access to, local and Indigenous data, knowledge, and heritage (including oral tradition), providing an environment in which the local community can take an active role in identifying materials to be captured, preserved, and shared, in accordance with the community's wishes
Initiating, supporting, and participating in literacy activities and programmes to build reading and writing skills, and facilitating the development of media and information literacy and digital literacy skills for all people at all ages, in the spirit of equipping an informed, democratic society	Fostering inter-cultural dialogue and favouring cultural diversity
Providing services to their communities both in-person and remotely through digital technologies allowing access to information, collections, and programmes whenever possible	Promoting preservation of and meaningful access to cultural expressions and heritage, appreciation of the arts, open access to scientific knowledge, research, and innovations, as expressed in traditional media, as well as digitised and born-digital material
Ensuring access for all people to all sorts of community information and opportunities for community organising, in recognition of the library's role at the core of the social fabric	

The Standards for NZ Public Libraries was last updated in 2004. It provides a detailed 75 pages of standards covering buildings, information literacy, reference and local history service, mobile library

[13] Standards for New Zealand Public Libraries 2004. Library and Information Association of New Zealand Aotearoa, Te Rau Herenga o Aotearoa. Wellington, NZ

[14] IFLA-UNESCO Public Library Manifesto 2022.pdf

services, technology, languages other than English (LOTE), disability and Maori services, management, finance, staff, library resources, library users, operations, buildings.

Significant changes in operational context since 2004 (for example technology, libraries as community hubs) make many of the standard listed in the document outdated.

7. Performance against other comparable libraries

Public Libraries New Zealand (PLNZ) groups public libraries into three categories:

- Small – serving populations up to 19,999.
- Medium – 20,000-49,999.
- Large – 50,000 and above.

WLS is a small library service and is grouped alongside 19 other libraries[15]. The table below provides comparative libraries for a populations of 10,000 to 20,000. The combined population of Carterton and South Wairarapa is approximately 21,000.

Districts with a population of 10,000 generally operate one-two libraries, with populations of 20,000 typically operating three with some ancillary "community libraries."

Pop. 20,000	**Library branches**	**Pop. 10,000**	**Library branches**
Clutha District – 18,350	5	Buller District – 9,840	2
Tararua District – 18,900	4	Stratford District – 9,860	1
Hauraki District – 20,022	3[16]	Otorohanga District – 10,100	2
Central Otago District - 21,558	3[17]	Gore District – 12,033	1

8. Strategic framework

The 2021-2024 WLS Strategic Framework and workplan articulates the specifics of how WLS delivers a public library service within the service level standard of the two Councils. Developed by library staff, it was tabled with the respective General Managers at both councils in 2020[23] and has provided a reference tool for the library operation since 2021.

Goals	Mission	To deliver a comprehensive professional service that is consistent, equitable and user-friendly.
	Vision	To CONNECT people and ideas, ENABLING curious, imaginative, innovative, informed, thinking, engaged, active PEOPLE and COMMUNITIES.
	Values	As the WLS we aspire in our practice as individuals and as a service to be:

[20] https://swdc.govt.nz/wp-content/uploads/LTP-2021-2031-final-12July21.pdf P55
[21] https://cdc.govt.nz/wp-content/uploads/2022/08/cdc-10year-plan-2018-2028-FINAL.pdf
[22] https://cdc.govt.nz/wp-content/uploads/2022/08/2021-31-LTP-FINAL.pdf
[23] It was decided not to table the Strategy with the joint Councils' Wairarapa Library Service Committee because the Committee's Terms of Reference and need for the Committee were being reviewed at the time.

		○ Fair ○ Listening ○ Enabling ○ Communicating ○ Inspiring ○ Empathetic ○ Honest ○ Accountable ○ And have oversight of what we do and deliver.
	Objectives	1. To meet or better national standards in collection turnover by 2023. 2. To deliver impactful programmes. 3. To operate a modern library service which meets the diverse needs of WLS communities.
	Scope	WLS serves the ratepaying and residing people of the South Wairarapa and Carterton Districts.
	Advantage	WLS employs and develops skilled, knowledgeable, and engaged library staff.
	WLS' Strategic Statement	To connect and enable the people and communities of South Wairarapa and Carterton Districts by offering a wide range of collections, programmes and services delivered by professional, knowledgeable, and passionate library staff.

Within the focus as the libraries as amenities, the service aims to meet internationally recognised functions:

- Promoting reading and multi-literacies though providing access to collections of recreational reading, listening, and viewing materials and facilitating access to digital content.
- Providing opportunities for information democracy, social inclusion, and lifelong learning.
- Providing environments where people can engage with and receive guidance and expertise as required.

The services that deliver these aims are:

- Print and digital collections and content readily available for loan, for use in libraries and via the WLS website
- Community spaces through four sites
- Equitable access to relevant, timely information and professional services
- Programmes and events designed to meet customers' diverse needs.

The group or section of the community that benefits from this activity is SWDC and Carterton District residents including ratepayers, renters, children and teens, students, older adults, caregivers for old and young, people with limited access. Domestic and international visitors and workers, job seekers, educators, people with entrepreneurial needs, businesses, workers.

Using the traffic light settings to indicate achievement, the tables below illustrate how WLS is tracking against the Councils' stated performance standards:

SWDC LTP service level: service Council provides community spaces and facilities that encourage community use.

Performance measure	Current performance	Benchmarks	Suggested changes for the level of service	Rationale
Library collection turnover meets or betters	**Partially achieved.** 2020 data is only available as the WLS turnover rate. It provides a base mark of 2.24.	In lieu of a national standard in New Zealand for collection	Continue improving collection turnover to agreed level.	Collection turnover is indicative of the return on investment.

national averages by 2023/24	2022 turnover was 2.32 (77%) of the average for NZ libraries, and 93.5% of the average across NZ and Australian peers. 2023 turnover of 2.56 is 83% of the average for NZ libraries compared against (i.e., all sizes), and 106% of the average across NZ and Australian peer libraries (i.e., serving populations <50,000 pax).	turnover. WLS uses CollectionHQ software comparing multiple libraries in NZ and Australia.	Add library item issues per capita per annum at a small library average or better. Comparison of total issues (physical and electronic) per capita using PLNZ data for SMALL library population size[24]: - 2017-18: 5.8 - 2018-19: 6.8 - 2019-20: 6.5 - 2020-21: 7.3 Increase proportion of electronic retrievals to at least 20% the combined issues and retrievals by end of 2025/26 Increase current size of purchased eBooks and downloadable audio books by at least 30% per year	A wide range of reading and listening materials is collected, managed, stored, loaned/kept for use. Access to digital content is becoming easier and more readily available on multiple devices and platforms. Consistent increasing demand for digital content is a driver for increased digital content within existing budget apportionment.
Performance measure	**Current performance**	**Benchmarks**	**Recommended level of service**	**Rationale**
At least 75% of library programme attendees report a positive impact or application as a result of attendance	**Achieved.** Data that has been collected indicates the target has been met. However, due to staff turnover and shortages, data collection has been intermittent and is not yet standardised.	Currently no international or national benchmarks	Change to attendance at events and programmes per capita. Use PLNZ comparative data for SMALL library population size[25]: 2017-18: 0.14 2018-19: 0.17 2019-20: 0.14 2020-21: 0.17	Aligns with LTP outcome focus of usage.

[24] https://issuu.com/plnztd/docs/a_i_report_plnz_memberfinal

[25] https://issuu.com/plnztd/docs/a_i_report_plnz_memberfinal

CDC LTP service level: The library service aims to meet the recreational, educational and information needs of the residents of Carterton[26].

Performance measure 2021-2031 LTP[27]	Current performance	Benchmarks	Recommended level of service	Rationale
None	N/A	N/A		
Performance measure in Annual Plans 2019/20-2022/23[28]	**Current performance**	**Benchmarks**	**Recommended level of service**	**Rationale**
Residents' satisfaction with services provided at the library	**Achieved.** 2022/23 – 2021/22 – 91% 2020/21 – 93% 2019/20 - 92%	**≥75% rate 7-10**	-	-

Examples of other library LTP service levels and measures include[29]:

- The libraries are safe and social spaces which community members want to visit. Measure: total visits to libraries maintained or increased by X-Y%pa
- The libraries offer quality facilities and services that meet our current and future needs. Measure: % of respondents satisfied or very satisfied with libraries' services
- The libraries' collections reflects the community's learning and recreational interests. Measure: biennial satisfaction survey, % level of satisfaction

Functional components of WLS

9. Customer Service

The 2023 WLS Customer Service Policy[30] states how Wairarapa Library Service operates:

1. WLS customers will have access to all four libraries across the South Wairarapa and Carterton Districts.
2. WLS customers will experience seamless services at any of the four libraries (Featherston, Martinborough, Greytown, Carterton).
3. WLS will maintain or improve existing levels of service.
4. WLS libraries will reflect the individual character of their communities.
1. The Policy's purpose is to guide staff on delivering customer service by: A priority of excellent customer service.
2. Always looking for a solution which will result in the best outcome for the individual customer and enable our customers' continued enjoyment of the library service.
3. Recognising the needs of external customers will always take priority over staff needs.
4. Taking personal responsibility for the complete customer interaction when you are the first point of contact with the customer.
5. Taking personal responsibility for knowing all policies and procedures.

[26] https://cdc.govt.nz/wp-content/uploads/2022/08/2021-31-LTP-FINAL.pdf
[27] https://cdc.govt.nz/wp-content/uploads/2022/08/2021-31-LTP-FINAL.pdf
[28] https://cdc.govt.nz/wp-content/uploads/2022/08/2019-20-Annual-Plan.pdf, https://cdc.govt.nz/wp-content/uploads/2022/08/2020-21-Annual-Plan-2.pdf, https://cdc.govt.nz/wp-content/uploads/2022/08/2023-cdc-annual-plan.pdf
[29] https://bullerdc.govt.nz/media/5iebjnwh/annualreport2022-small.pdf
[30] https://swdc.govt.nz/wp-content/uploads/Wairarapa-Library-Service-Customer-Service-Policy-Feb-2023-FINAL.pdf

6. Recognising that customers have a statutory right to privacy, and always treating customer information with discretion.

In lieu of customer service not measured by the Councils, membership and customer satisfaction ratings provide proxies.

Membership

A membership card is required to borrow print/digital resources. That usage is tracked to provide "active" usage data. Membership does not record:

- Use of library spaces.
- Use of WiFi / technologies in the library.
- Information requests fulfilled.
- Use of collections in the library, and not taken out.

Membership of WLS has increased by 35% between 2021 and 2023. Membership in SWDC has increased by 34%, with Greytown seeing the largest growth and Martinborough the least.

- In 2023 membership for WLS stands at 11,584[31].
- In 2023 almost 60%[32] of the SWDC/CDC population is a library member.
- Active members are those who have used their library card at least once in the previous two years.

Nationally, active borrowers have been declining since 2018/19. In 2021/22 they decreased by 5.4%.[34]Featherston has the least active membership and the second smallest growth. Greytown and Carterton have the highest in both areas. Overall, 39% of library members in SWDC have used their card in the past two years.

Membership	Featherston	Greytown	Martinborough	Total SWDC	Carterton	Total WLS
Registered members pre-22 October 2021[35]	1,568	1,904	1,937	5,409	3,182	8,591
Registered members August 2023	2,104	2,674	2,465	7,243	4,341	11,584
Percentage difference membership between 2021 and 2023	**+ 34%**	**+ 40%**	**+ 27%**	**+ 34%**	**+ 36%**	**+ 35%**
Active members	767	1,130	948	2,845	1,814	4,659
Percentage difference between	36%	42%	38%	39%	42%	40%

[31] Library management system August 2023.
[32] Carterton population 9, 198 https://www.stats.govt.nz/tools/2018-census-place-summaries/carterton-district SWDC population 10,575 https://www.stats.govt.nz/tools/2018-census-place-summaries/south-wairarapa-district
[33] Analysis & Insight Report 2021-22 (plnz.org.nz) P7
[34] Analysis & Insight Report 2021-22 (plnz.org.nz) P7
[35] WLS migrated its library management system in October 2021.

cardholders and active usage (2023)						

Customer satisfaction

Informally, customer feedback is heard and seen (e.g., social media) all the time.

Formally, both councils conduct annual satisfaction surveys of approximately 3,000 people over 18 years.

Satisfaction ratings indicate a successful traditional library service, with strong service offerings for over 65 years.

Comparison Libraries satisfaction ratings:

Library	**2020/21**	**2021/22**
Clutha	82%	90%
Tararua	97%	94%
Hauraki	94%	83%
Central Otago	96%	91%
Buller	98.6%	NA
Otorohanga	NA	100%[36]
Gore	94%	90%

SWDC Satisfaction survey results

2021/22 Council Benchmarking Survey[37]	85%	On par with other NZ councils in benchmarking survey
2021[38]	90%	Highest public satisfaction result in SWDC survey
2022[39]	85%	Highest public satisfaction result in SWDC survey
2023[40]	87%	Highest public satisfaction result in SWDC survey

Dissatisfaction areas in the SWDC results indicate a driver for addressing the needs of a younger and more diverse demographic.

Theme	**Between 2020-2023**
Opening hours - 18-49 years and Maori rated satisfaction with opening hours between 62-79%. - Over 65 years rate satisfaction sits at 89-91%. - Greytown residents least satisfied with opening hours	Alignment of Saturday hours across all four sites.
Collections: 18-34 years rated satisfaction with books and services between 72%-79% Maori rated satisfaction at 74%-76%	Increased and refreshed young adult fiction and non-fiction, graphic novels, te reo, Maori Kaupapa, board games and digital collection items.

[36] Based on 79 responses. https://www.otodc.govt.nz/media/gddbwwhe/annual-report-2022.pdf

[37] https://swdc.govt.nz/wp-content/uploads/ARS-Benchmarking-2021-2022-South-Wairarapa-DC.pdf P22

[38] https://swdc.govt.nz/wp-content/uploads/SWDC-Perception-Survey-2021.pdf

[39] https://swdc.govt.nz/wp-content/uploads/South-Wairarapa-Residents-Perception-Survey-2022.pdf and SWDC Agenda item 7, 22 February 2023.

[40] DCAgendaPack-2Aug23.pdf (swdc.govt.nz)

	Increased marketing of collections into Schools and on social media.

Opening hours and days

In May 2021 Saturday opening hours were changed to be consistent across the four branches and take into account the busy times on Saturdays.

Financial year	Branch	Mon – Friday	Sat
2020/21 (1st Jul 2020-30 April 2021)	Carterton	9.30-5pm	10-4pm
	Greytown	9.30-5pm	10-12
	Martinborough	9.30-5pm	10-2pm
(164 hrs)	Featherston	9.30-5pm	10-2pm
1 May 2021 – 30 June 2023	Carterton	9.30-5pm	10-2pm
	Greytown	9.30-5pm	10-2pm
(166 hrs)	Martinborough	9.30-5pm	10-2pm
	Featherston	9.30-5pm	10-2pm

The table below lists opening days and hours of the eight comparative libraries. FTE and actual staff numbers are listed. The indice of a 40-hour working week is used nationally to compare FTE across library services.

- All libraries use volunteers to augment permanent professional library staff, and all libraries, use RFID self-issue[41]
- If looking at physical sites for a population of 20,000, WLS is on par, however if comparing at a district-wide level, the norm is 1-2 sites per 10,000 population.
- WLS operates with 9.57 FTE (13 actual)[42] across four sites, which is low compared to all other comparative libraries[43].
- The average FTE for libraries with populations of 10,000 is 5.27FTE, which means that if viewed at a District level:
    - On the surface SWDC appears to be proportionally staffed, until the fact that comparative libraries are operating one or two sites, not three, is taken into account.
- WLS opening hours compare favourably against other libraries; several do not have sites open every day, some close during the day. Late night closing happens only at Gore, and Sunday opening at the combined Information Centre/Library at Clutha.
- Given WLS' staffing levels and the number of sites, service levels compare favourably against comparative libraries.

Library	Branch	Mon	Tue	Wed	Thur	Fri	Sat	Sun
Clutha District Pop. 18,350 FTE 14.9 Actual 21	Balclutha	9-5.30	9-6pm	9-5.30	-	9-5.30	10-12	
	Lawrence	8.30-12.30, 1.30-5pm	8.30-12.30, 1.30-5pm	8.30-12.30, 1.30-5pm	8.30-12.30, 1.30-5pm	8.30-12.30, 1.30-5pm	-	
	Milton	8.30-6pm	8.30-5pm	8.30-5pm	8.30-5pm	8.30-5pm	-	
	Owaka Hub	8.30-5pm	8.30-5pm	8.30-5pm	8.30-5pm	8.30-5pm	8.30-5pm	8.30-5pm
	Tapanui	8.30-5pm	8.30-5pm	8.30-5pm	8.30-5pm	8.30-5pm	-	
	Dannevirke	9-5.30	9-5.30	9-5.30	9-5.30	9-5.30	10-1	

[41] Excepting Buller who is underway with implementing RFID in 2022-24.

[42] Calculated using a 40hour working week: SWDC 6.32 FTE (8 actual), CDC 3.25 FTE (5 actual). SWDC operates a 37.5 hour working week. CDC operates a 40hour working week.

[43] The section on staffing discusses staffing in more detail.

Tararua District Pop. 18,900 **FTE 9.15 Actual 12**	Pahiatua	9-5	9-5	9-5	9-5	9-5	10-12	
	Eketahuna	10.30-12, 1-4.30	10.30-12, 1-4.30	10.30-12, 1-4.30	10.30-12, 1-4.30	10.30-12, 1-4.30	-	
	Woodville	9-12.30, 1.30-5	9-12.30, 1.30-5	9-12.30, 1.30-5	9-12.30, 1.30-5	9-12.30, 1.30-5	-	
Hauraki District Pop. 20,022 **FTE 7.57 Actual 14**	Paeroa	9.30-5pm	9.30-5pm	9.30-5pm	9.30-5pm	9.30-5pm	9.30-12.30	
	Waihi	9.30-5pm	9.30-5pm	9.30-5pm	9.30-5pm	9.30-5pm	9.30-12.30	
	Ngatea	8-4.30pm	8-4.30pm	8-4.30pm	8-4.30pm	8-4.30pm	-	
	Kaiaua community library	-	-	*1-2pm*	-	-	*10-12*	
	Turua community library	-	*11-12*	-	*11-12*	-	-	
	Whiritoa community library	-	-	*2-3pm*	-	-	*10.30-11.30*	
Central Otago Pop. 21,558 **FTE 12 Actual 21**	Alexandra	9-5	9-5	9-5	9-5	9-5	9.30-1.30	
	Clyde	-	9-1	-	-	1-5	-	
	Cromwell	9-5	9-5	9-5	9-5	9-5	9.30-1.30	
	Maniatoto	11-4	11-4	11-4	11-4	11-4	-	
	Roxburgh	9-5	9-5	9-5	9-5	9-5	-	
	Miller's Flat community library	-	-	*3-5*	-	-	*10.30-12.30*	
	Omakau Community library	-	*1.30-4.30*	-	-	-	-	
Buller District Pop. 9840 **FTE 4.8 Actual 8**	Westport	9.30-5pm	9.30-5pm	9.30-5pm	9.30-5pm	9.30-5pm	10.30-1pm	
	Reefton	9-4.30pm	9-4.30pm	9-4.30pm	9-4.30pm	9-4.30pm	-	
Stratford District Pop.9860 **FTE 4.77 Actual 8**	Stratford	8.30-5pm	8.30-5pm	8.30-5pm	8.30-5pm	8.30-5pm	9-12	
Otorohanga District Pop. 10,100 **FTE 3.5 Actual 5**	Otorohanga	9-5pm	9-5pm	9-5pm	9-5pm	9-5pm	10-12	
	Kawhia	-	2-4pm	10.30-12	-	2-4pm	10-12	
Gore District Pop. 12,033 **FTE 8 Actual 13**	Gore	9.30-8pm	9.30-6pm	9.30-8pm	9.30-6pm	9.30-6pm	10-1	1-4pm May – Sept

10. Collections and content

The selection, acquisition, cataloguing, processing, maintenance and management of print, digital and other items held in a library.

NZ libraries' physical collection size has remained relatively static since 2017/18. Since that time there has been a significant shift toward digital materials - 92.5% of issues were physical items in 2017/19, by 2021/22 it was 63%. At the same time, issues per capita across all formats (i.e., print, and digital) have been declining[44].

The library catalogue (library management system)[45] is the primary database of the library collection, members, and transactions. WLS records are shared on regional, national, and international databases. Accurate and quality cataloguing is a key element in items being discoverable and accessible. It enable interoperability across multiple products. International cataloguing standards have been used in WLS since 2020[46].

Collection development

The 2015 Collection Management Policy for WLS stated that "The collections of all four libraries have developed under their own set of rules, criteria, and management requirements. In the past there have been attempts to make better use of resources through sharing or rotating collections but none of these have eventuated in any advantages."

The 2023 WLS Collection Development and Management Policy is consistent with international standards[47], develops and manages the collection in a consolidated style and streamlined the processes involved, was approved, and implemented. It was first developed in 2020.[48]

Collection management

Standard library practices have been implemented between 2020-23.

<2020	Issues	2020-2023	Results
Items selected, purchased, processed, catalogued individually at each branch	- Quadruple process[49] - Inconsistent processing and cataloguing[50] - Not a comprehensive library collection[51] - Highly personalised and subjective collections[52] - Multiple vendors	New Collection policy. Collection profiles developed. WLS joins national collection contract for selection and shelf ready delivery. Regular collection maintenance practices implemented.	- Increased turnover of collection - Streamlined collection delivery, maintenance, and development process[53] - More targeted approach to how collection funding is spent. - Fewer suppliers[54] - Collection maintenance carried out as BAU to agreed standards[55]

[44] Analysis & Insight Report 2021-22 (plnz.org.nz) P8
[45] Spydus, implemented October 2021.
[46] Te Puna Cataloguing | National Library of New Zealand (natlib.govt.nz), DescribeNZ – LIANZA
[47] IFLA Statement on Libraries and Intellectual Freedom
[48] https://swdc.govt.nz/wp-content/uploads/Wairarapa-Library-Service-Collection-Development-Management-Policy-Feb-2023-FINAL.pdf
[49] Four sites each ordering own stock through variety of suppliers. SWDC library budgets done by branch rather than at TLA or service level.
[50] Handwritten labels, different classification depending on cataloguer, made up cataloguing conventions, non-catalogued materials.
[51] Collection not viewed as a whole, rather as four separate libraries each with its own collection.
[52] Respective sites reflected over-representation in military history, science fiction, crafts, Children and Young Adult
[53] Picture books, Large Print, graphic novels, te reo, Kaupapa Maori – refreshed and expanded.
[54] Monographs – James Bennett via the national participatory contract. Wheelers for discretionary purchase as appropriate. Serials – iSubscribe and Whicoulls at discounted rates. Other vendors as need be. eBooks, eAudio, eMagazines – Overdrive national contract.

	- Long turnaround times for stock reaching shelves	Database cleanup underway	

Monographs (books)

Collection spend by each Council is split by fund code. Fund code amounts are informed by the Collection Development and Management Policy and by collection usage. The amounts attached to fund codes are reviewed annually and adjusted as need be during the year.[56]

Print Collection purchases between 2021 and 2023 are summarised in the following tables:

Print collection purchase	**2021/22**	**2022/23**	**Total holdings - Aug 2023**
Greytown	1,588	1,287	14,321
Martinborough	1,301	1,046	15,471
Featherston	1,623	1,854	11,334
WLS Stack	N/A	N/A	3,384
Total SWDC	**4,512**	**4,197**	**41,126**
Carterton	3,552	3,517	28,301
Total WLS	**8,064**	**7,714**	**72,811**

Print Collection Turnover

Turnover for 12 months to[57]	**WLS Collection turnover**	**Peers (32) Australia/NZ 0-50K population**	**NZ Libraries (33)**	**Australian Libraries**	**Total ANZ**
May 2022	2.32	2.48	Average 3.1 Range 0.88- 5.98	Average 4.0 Range 0.83 – 7.58 56 libraries	Average 3.4 Range 0.83-7.58
May 2023	2.53	2.42	Average 3.1 Range 0.89-6.39	Average 4 Range 0.83-7.61 53 libraries	Average 3.7 Range 0.83-7.61

In lieu of a national standard, WLS uses Collection HQ[58] libraries in NZ and Australia as comparatives. Collection turnover[59] is summarised in the table below.

- 2022 turnover was 2.32 (77%) of the average for NZ libraries, and 93.5% of the average across NZ and Australian peers.
- 2023 turnover of 2.56 is 83% of the average for NZ libraries compared against (i.e., all sizes), and 106% of the average across NZ and Australian peer libraries (i.e., serving populations <50,000 pax).

[56] i.e., where publications are of limited quantity or quality in a given year, or publications in a particular genre become fashionable, or an author becomes highly sought after.

[57] May 2022 was the first-year full records were available or WLS.

[58] Collection HQ – subscription software used to monitor and analyse collection usage and trends; and recommend things such as book placement in sites, items requiring promotion, non-performing stock.

[59] Turnover is the number of items issued relative to the size of the collection. It is the number of items issued divided by the number of physical materials held in the Library. It indicates how often each item was issued.

Serials (print magazines)

Print serial subscription has been streamlined to take into account digital availability, usage, and cost. Acquisition has been consolidated to increase consistently, minimise vendors and streamline processing.

<2020	Issues	2020-2023	Results
Print serials purchased and processed by each site separately.	- Multiple vendors - Inconsistent on-shelf delivery - Inconsistent processing - Inconsistent discoverability on LMS - Quadruple process	Full serials list compiled and assessed against circulation. Quotes for supply sought. All titles catalogued. Consolidated acquisition process	- Wider range of titles across print and digital. - Consistent processing and cataloguing. - Discoverability - Reduced operational overhead

Digital collections (eBooks, e-audiobooks, eMagazines)

The ePukaPuka consortia provisions digital resources for lower North Island public libraries.

Consistent with national trends, WLS is witnessing increasing use and demand for digital collection material.

Unlike print collection items, digital resources are purchased from operational expenditure not capital expenditure. This severely limits the extent of collection able to be provided.

	2020/21	2021/22	2022/23	% change
eBooks	9,611	13,340	14,740	+ 53%
eAudioBooks	6,815	8,560	10,217	+50%
eMagazines	NA	2,485	5,281	+ 113%

Database collections

National Library's EPIC (Electronic Purchasing in Collaboration) consortia is the conduit to subscription databases that provide quality information and materials not otherwise available to public. Databases subscriptions also comes out of operational expenditure, meaning provision of any is not possible currently.

NZ top 10 database products	Number of NZ Libraries subscribing	WLS subscription
Ancestry Library Edition	49	No
Press Reader	42	No
Beamafilm	29	No
Treaty of Waitangi Collection	23	No
Haynes AllAccess	22	No
Ebsco National Package	20	No
NZ History Collection	19	No
Britannica NZ	18	No
FindMyPast	18	No
Clarity English programmes	17	No

11. Circulation

- **The function of issuing, renewing, returning, and reserving library items**
- **Print and digital**
- **Measures one element of a library service provision**

Issues of collection items since 1997[60] have followed national trends:

- Adult fiction and children are most popular. Adult non-fiction is declining.
- Digital collections are increasing.
- Print collection issues are declining overall – but within that WLS' number of issues in 2022/23 is 78% more than the average for 1997-2013.
- Covid lockdowns resulted in a surge of library issues.
- At WLS, issues of print items has been erratic from 2018/19 to 2022/23 and possibly reflective of the wider NZ trend toward decreasing print issues and increasing electronic issues, especially during Covid.[61]

Annual issues	2018/19	2019/20	2020/21	2021/22	2022/23
Print	170,920	160,361	187, 946	137,847	148,330
Digital	NA	NA	16,426	24,385	30,238

Issues per capita corroborate other data measures. Featherston has the lowest issue rate per capita, Greytown the highest.

	Population total	Issues per capita 2021/22[62]	Issues per capita 2022/23
Greytown	2,466	9.09	11
Martinborough[63]	3,231	5.6	6.64
Featherston[64]	4,875	4.02	5.41
TOTAL SWDC	10, 572	5.68	7.09
Carterton	9,198	4.69	6.09
TOTAL WLS	19, 770	5.22	6.62

Circulation- time of day snapshot

A one weekday per fortnight snapshot of issues and returns at SWDC sites from Jul 2022 - Jun 2023 indicates:

- Lunch time is a peak time for all three sites.
- Morning is busy at all three sites.
- Straight after school is busy for Greytown and Featherston.
- The busiest periods are:
    - Greytown 10am-1pm, 3-4pm
    - Featherston 11-1pm, 3-4pm
    - Martinborough 9-10, 12-1pm, 2-3pm, 4-5pm

[60] In 2015 a WLS policy document[60] stated "Library issue statistics show that on average (from March 1997 to November 2013) 83,169 issues per year, starting from an estimated 63,235 in 1997 to an estimated 88,116 in 2013. The peak full year is 2012 with 91,054 issues. Within this adult fiction and children's collections are by far the most popular while adult non-fiction appear to be on a slow decline. Relatively new collections in the form of DVDs and eBooks show a change in borrower habits as new technologies become more relevant."

[61] Analysis & Insight Report 2021-22 (plnz.org.nz) P22

[62] Library management system migration October 2021 means some data was not carried over.

[63] Martinborough population data from Statistics NZ includes Martinborough (1767), Aorangi (1464)

[64] Featherston population data from Statistics NZ includes Featherston (2487), Kahutara (1035), Tauherenikau (1353)

Issues/Renewals	**9.30am-9.59am**	**10-10.59am**	**11-11.59am**	**12-12.59pm**	**1-1.59pm**	**2-2.59pm**	**3-3.59pm**	**4-4.59pm**
Greytown	292	335	322	326	260	263	397	195
Featherston	254	228	345	256	112	261	310	206
Martinborough	235	206	185	278	205	237	225	241

Weekend snapshot data indicates:

- Featherston is the least busy library on Saturday.
- Greytown and Martinborough are similarly busy.
- 10am-1pm is consistently busy all three sites.

Issues/Renewals	**9.30am-9.59am**	**10-10.59am**	**11-11.59am**	**12-12.59pm**
Greytown	121	510	422	325
Featherston	84	331	413	314
Martinborough	66	382	588	318

Circulation – by branch

A snapshot of issues and returns, library card use and reserve pick-up locations by branch in July 2023 indicates that:

- Carterton accounts for approximately half of all WLS circulation, Greytown approximately a quarter.
- Featherston and Martinborough are fairly evenly matched for transactions. However, the time-of-day snapshot indicates different usage patterns.
- Member cards being presented at the customer counter, reflects the same pattern as the percentages of items issued.
- The phone app for shelf-check has some traction. If it was faster or easier to use, self-issue would likely increase[65].

July 2023	**Carterton**	**Greytown**	**Featherston**	**Martinborough**	**Web app**	**Crtn Toy Library**	**WLS Stack**	**TOTAL**
Issues	5,420 40%	2,157 16%	2,114 16%	1,718 13%	2,121 16%		1 0%	13,531
Returns	5,110 44%	2,512 22%	2,103 18%	1,735 15%	0 0%	25 0%	23 0%	11,508
Cards used	1,945 49%	807 20%	593 15%	611 15%	-	-	1 0%	3, 957
Reserve pick-up location	1,002 49%	554 27%	285 14%	215 10%	-	-	-	2,056

Reserves

Reserves are placed by library members to secure new titles as they become available, be the next borrower of an item that is currently on loan, have an item at another library supplied.

[65] Based on verbal public feedback since the WLS self-issue app was launched

New Zealand libraries have been removing charges such as reserve fees and overdue fees to remove financial barriers to using ratepayer provided resources. In 2021, SWDC and CDC removed the charge to place a reserve.[66]It was estimated to cost the Councils $1,650 per annum each in revenue.[67] The discontinuation of a reserve fee was a condition of WLS libraries becoming part of the SMART collaboration of libraries across the Greater Wellington region.

Ability to reserve items is a key service provided to library members. As people discover the convenience and benefit, reserves are increasing. Between 2021 and 2023 the reserves placed on items by library members has increased by 60% (SWDC – 56%, Carterton – 66%).

Reservation location	**2021/22**	**2022/23**	**Change**	**% change**
Greytown	5,017	7,956	2,939	+ 59%
Martinborough	2,572	3,772	1,200	+ 47%
Featherston	3,302	5,235	1,933	+ 59%
TOTAL SWDC	**10, 891**	**16, 963**	**6, 072**	**+ 56 %**
Carterton	9, 165	15, 226	6,061	+ 66%
TOTAL WLS	**20, 056**	**32, 189**	**12, 133**	**+ 60%**

Homelink

Like 94% of public libraries in Aotearoa[68], WLS provides a home delivery service[69].

12. Sharing and managing a region together (SMART)

The collaboration of libraries known as SMART, began in 2010. Using the same LMS, the eight institutions operate a merged catalogue to provide library members with seamless access to print and audio-visual collection items. Prior to that, library members had to inter-library loan items via the National Library of New Zealand.

WLS joined SMART in October 2021, increasing the collections available to WLS library members 10-fold[70]. Circulation data indicates access to the region's collections is an increasingly popular service offering.

	2021/22	**2022/23**	**% changes**
Total issues SMART	1,807,357	1,880,436	**+ 4%**
Issues from local library collections to local library members	1,657,609	1,695,458	**+ 2.3%**
Issues to local library members from another SMART library collection	149,748 (8%)	184,978 (10%)	**+ 23.5%**
Total WLS issues made to WLS members and SMART members	139,328	184,438	**+32%**

[66] Minutes of Wairarapa Library Services Committee Meeting - 9 00 2021 (swdc.govt.nz)
[67] Minutes of Wairarapa Library Services Committee Meeting - 9 00 2021 (swdc.govt.nz)
[68] Analysis & Insight Report 2021-22 (plnz.org.nz) P6
[69] The service delivers up to a dozen librarian-selected items, every three weeks, to customers who are homebound due to age, disability, medical or mental health condition. The service has 24 customers, all but one elderly. There is a split between those who live independently versus those in care homes. Pre 2021 Homelink was operated fortnightly and had retirees as volunteers delivering items. In 2022/23 the service moved to three-weekly with one staff member responsible for profiling, selection, and delivery of items. The change was made to align issues of items with the standard WLS issue period (21 days) and to consolidate staff time applied to the service. Volunteers have not been sourced to do delivery again given ongoing waves of Covid and the general rhetoric about cost of living.
[70] SMART libraries are Masterton, Kapiti Coast, Porirua City, Hutt City, Te Pukenga Whitireia and WelTec. Approximately 600,000 items across 26 sites

Total issues to WLS members	123,468	166,926	**+35%**
Total issues to WLS members from WLS collections	113,961	145,689	**+ 28%**
Total issues to WLS members from other SMART collections	9,507 (8%)	21,237 (13%) SMART average was 10%	**+ 123%**
Total issues from WLS collections to other SMART members	25,367 (18%) Average across SMART was 8%	38,749 (21%) Average across SMART was 10%	**+ 53%**

13. Programming

The planning, development, and delivery of opportunities

Libraries worldwide offer a variety of regular and one-off opportunities for people to increase literacies, connect and participate. Since 2020 WLS has developed, planned, and delivered its standard programmes in a whole-of-service way (i.e., all four sites). Partnerships with external organisations have been developed to extend the offering. New Zealand Libraries partnership Programme (NZLPP) funding in 2021 enabled WLS to provide a range of programmes for the year[71] which many other NZ public libraries offer as standard fare.

The table below compares regular programmes between WLS and comparative libraries:

Offered at WLS and comparative libraries	**Not happening at WLS**
Brick Club Preschool story-time Writing group Book club Digital drop-in JPs	Board games, scrabble – Clutha, Buller Crafts – knitting, crochet, patchwork - Clutha, Tararua, Buller, Stratford, Gore Afterschool crafts and activities - Clutha Afterschool STEM – Otorohanga, Buller Study sessions – Clutha Technology /digital classes – Clutha, Hauraki, Stratford SkipBo – Clutha Reading & Dogs – Clutha Movies – Clutha, Hauraki Mandarin – Clutha Poetry group – Tararua Book chat – Hauraki, Otorohanga Reading challenges – Hauraki, Central Otago, Buller School-age children storytime – Otorohanga Jobseeker clinics – Gore

14. Public computing

In line with every library in NZ, free public computing is provided. WLS uses Aotearoa People's Network Kaharoa (APNK) internet access, public computers, and WiFi at all four sites via a subscription and hardware service supplied through the National Library of New Zealand[72].

[71] Regular STEM, writing, and local heritage workshops

[72] APNK operates on a cost-sharing model between the National Library and local councils, with the National Library covering the majority of costs. Total costs for each district are calculated at a rate per head of population, based on 2018 census estimates. The council are

WLS usage is in line with national trends:

- Usage of library devise (e.g., chrome books, chrome stations and printers) and WiFi has been decreasing in libraries since 2017.
- In 2021/22 nationally, internet access was down by 33.4% and WiFi access by 32.3% respectively[73].
- Reduced access in 2020/21 and 2021/22 were a consequence of library closures during the Covid-19 pandemic.
- The service is used every day at all sites. It is a substantial draw on staff resource to provide computer and digital support to customers who may need help with a range of tasks (e.g., navigating government websites, using social media, applying for work, applying for government documents or services, legal tasks, creating documents, accessing email, printing, scanning, copying).
- Referrals to Digital Seniors as a support organisation are suggested to those who present constantly or who have needs beyond the knowledge of staff.

Operational management

Staff, ICT, buildings, council service centres, shared services, finances

15. Shared Service model

SWDC's ordinary meeting minutes 24 May 2000 notes that all libraries could operate as a single entity. The resolution was to "establish a library committee to liaise with a working group[74] with CDC, consider the report's recommendations on computer software, consider options for a possible legal entity such as a trust or LATE to manage joint library services."

The Combined Library Service Committee Report summarises the results of discussions. The report's recommendations were endorsed in the SWDC meeting minutes 25 October 2000.

The table below lists the shared service objectives and progress against each using the traffic light system:

Committee (and Council) resolution 2000	Achieved / Not achieved 2020-2023
Library services should be combined under the current management structure on a cooperative basis. Any change to management structure should be addressed once real cooperation has been established and a true analysis of the need to alter management structures has been done	**Partially achieved.** ○ To achieve service cohesion and modernisation, the role of Library Service Manager across all four branches was created and recruited in mid-2020. ○ A Jan/Feb 2022 report to both CEOs recommended changes to the structure of the libraries. The reports' recommendations were approved by both Councils' CEOs but declined in April 2022 by the

responsible for all installation costs relating to Wi-Fi Access Points (WAPs). When councils join APNK, they sign an agreement with the National Library. The current agreement period runs to 2025. Hardware is allocated using a formula based partly on population. Councils are allocated a number of points depending on population size. They then use the points to select hardware to suit the needs of each library. The primary hardware options are: 20" desktop computers, 23" touchscreen desktop computers, 14" laptop, A4 colour printer, A4 scanner, additional Wi-Fi Access Portal (WAP), and an external WAP, for offsite use such as on a mobile library vehicle. WLS operates WAPs, computers, laptops, and printers at all sites.

[73] Analysis & Insight Report 2021-22 (plnz.org.nz) P11

[74] SWDC meeting minutes 20 Feb 2002 – Resolution to disestablish the Libraries Working Party and establish a joint special committee to be known as the Library Services Committee under Section 114S of the Local Government Act 1974

	Chair of the SWDC Finance and Audit Committee due to possible costs and public perception.
That implementation of combined services should take place in a staged way so that each stage was managed to enable all aspects to be investigated thoroughly. The Committee should act as a monitoring body to ensure that all cooperative ventures are properly implemented and reported to respective Councils for appropriate decisions	**Achieved.** 8 Committee meeting held Aug 2020 – Aug 2022. The joint committee was discontinued from September 2022
That the range of possible combined services was large, including a joint rural service, a centralised computerised reference service, improved interloan and internet services and joint holiday programmes	**Achieved.** In 2020-2023 WLS has implemented whole-of-service planning, development, and delivery of: o Interloan processing o Regular and school holiday programmes and activities o School and ECE engagement
That the formation of a combined computerised catalogue was central to efficient service delivery and cooperative functions, This is crucial to the success of any efficient ongoing cooperation	**Achieved.** WLS migrated to Spydus library management system in October 2021 allowing it to operate all aspects of the library service in a joined-up way. WLS implemented a whole-of-service MS Teams site in 2021 to provision shared documents and communications between the two organisations.
That discussions between the librarians of the four libraries should be initiated at the earliest opportunity to investigate the possibility of joint book purchasing and the creation of a single collection development plan. This will result in efficiencies in book purchasing and sensible distribution of books to ensure that all library users get the most benefit from the collections	**Achieved.** WLS implemented a whole-of-service Collection Development and Management policy and process in 2021. WLS implemented whole of service collection purchasing in 2021/22.

The SWDC minutes of 25 October 2000 record agreement to the recommendations of the combined library service committee report that:

- The combined library committee continue to provide advice to both councils in deciding on the future of combined library services.
- That the four libraries investigate a joint collection development policy and methods of joint book purchasing.
- That both Councils approve the formation of a combined computerised library catalogue.
- That a new server be purchased.

The intention in the 2000 was that the Library Committee investigate options such as a trust or LATE for the delivery of the joint library service. Libraries around NZ that have operated as trusts[75], have ceased operating as trusts. No NZ libraries operate as CCOs.

2002's accepted recommendations were for a staged joining of services under an existing management structure, which has been the case until the incorporation of the Library Service Manager position in 2020.

[75] Horowhenua – brought back, into Council. Franklin – disbanded when amalgamated into Auckland.

CDC has consistently been the council providing practical and strategic corporate services support for WLS including:

- IT - hosting and delivery of the MS Teams site, OneDrive/SharePoint, and Microsoft accounts.
- Communications support – social media and website backup, additional publicity as required. Due in general to Communications staff capacity issues, WLS has done its own graphic design, social media and website maintenance, and communications, forwarding finalised copy and links through to the respective Communications staff for additional distribution.
- HR support – recruitment.

Additionally, Carterton Library operates as the WLS courier hub for SMART.

16. Staff

The Manager WLS was established in 2020. The role is split using the library branch ratio (i.e., 3:1 site and 75/25 salary split).

Nationally libraries FTE is calculated using the 40hour per week indice:

- SWDC library staff total 6.32FTE[76] (8 actual).
- CDC library staff total 3.25 FTE (5 actual).
- Libraries serving populations of 10,000 average 5.2 FTE (8.5 actual) but operate 1-2 sites only, use RFID and volunteers.
- Libraries serving populations of 20,000 average 10.9 FTE (17 actual), also use RFID and volunteers and have 3-4 sites on average.

Staff demographic composition does not reflect the communities served, particularly those who are dissatisfied with or not using the libraries.

[76] 6.75 FTE using SWDC 37.5hour working week. 8 Actual.

WLS staffing compares unfavourably with comparison libraries[77]:

- WLS is the only operation not using RFID self-issue.
- Not using volunteers to augment FTE numbers.
- Is open a comparable number of hours.

Library	Population served	Number of branches	Staff numbers (FTE)	Volunteers	Hours open per week	RFID self-issue
Clutha District	18,350	5	11	Yes	250.5	Yes
Tararua District	18.,900	4	10	Yes	185	Yes
Hauraki District	20,022	3	7	Yes	123.5	Yes
Central Otago	21,558	7	13	Yes	168	Yes
Buller	9,840	2	8.5	Yes	77.5	Underway
Stratford	9,860	1	5.5	Yes	45.5	Yes
Otorohanga	10,100	2	2.5	Yes	49.5	Yes
Gore	12,033	1	7	Yes	49.5 (52.5 May-Sept)	Yes
WLS	20,790	4	10	No	166	No

17. Rostering

Since 2020, rostering has undergone changes. The objectives being:

Objective	How has this been done?	Has that worked?
Streamline tasks and enable them to be scaled/delivered service wide, improve consistency	Dedicated non-customer / back-office time. Staff familiar with all four sites. Consolidation of processes and procedures.	Tasks have been streamlined and are now done at a whole-of-service level. Staff structure and councils' priorities limit what more can be done.
Maximise limited staff FTE and capacity to modernise and improve the library service.	Whole-of-service policies and processes. Consolidation of functions to remove them being done separately at each site. Up-to-date purchasing practices, software, and library technology as much as possible (e.g., national purchasing contracts, modern LMS, analytical software).	Using up to date processes and technologies has modernised WLS. Staff capacity and the need for standard technology (e.g., RFID self-issue) limits what more can be done.
Provide professional growth and development, increase competence and confidence	All staff picked up a focus or lead area as part of their existing roles e.g., programme delivery children and young people, collection cataloguing, LMS and digital. Staff responsibility for investigating, planning, developing, and delivering focus area outputs.	All WLS staff have developed their digital and technical skills significantly since 2020. Staff working with colleagues regionally. Staff are responsible for planning, developing, and delivering areas of the service – for all staff, this has meant added responsibility and required skill development. Staff areas of focus have been aligned to their individual skills and strengths as much as possible within the context of service needs.
Optimise personal strengths and skills.		
Develop a whole-of-service team	All staff work across all sites. WLS Microsoft Teams work environment.	WLS staff now work as a cohesive team, all staff know each other.

[77] PLNZ LibPas data 2021/22

and delivery culture	Quarterly in-person staff meetings. Expectation that staff know the business of both councils.	

The change to how staff work has been significant for staff and communities. Some staff found the change refreshing, others struggled with it. After three years, benefits staff have reported previously include:

- Getting to know colleagues through working with them.
- Feeling part of a team rather than like separate places.
- Getting to know collections at each site.
- Being able to help customers more because they have a greater depth of collection knowledge.
- Meeting customers across the districts.
- Seeing customers using more than one branch.
- Building confidence and competence through having to learn new things.
- Addressing inconsistencies in service delivery, processes, and procedures.
- Increasing technical knowledge.

Some members of public have found it difficult to adjust to seeing new faces in their community libraries and have made their discontent known at various times[78]. A 2022/23 promotional campaign in the regions' newsletters introduced all staff to the public. At the same time, Branch Librarians were tasked with proactively introducing long-time customers to other staff members.

New Zealand Library Partnership Programme (NZLPP)

The New Zealand Government through National Library of New Zealand invested $58million Covid support funding for approved new initiatives into libraries in 2021/22 and 2022/23. SWDC and CDC received $200,000 funding respectively in 2021/22 and $40,000 respectively in 2022/23.

The funding was used to improve the service offering through the provision of specialist staff and skillsets in the areas of local heritage, social media and graphic design, community engagement, technical capability, literature and writing programmes. The outcomes were hampered by Covid lockdowns, and the need to roster specialist staff onto frontline customer desk services including council service centre work, to cover permanent staff leave.

However, during the funded period, WLS piloted many initiatives and implemented some long-lasting change to its service delivery as a result[79].

18. Finances

The library budget is set by each Council as part of the LTP and Annual Plan process. At SWDC the library budget changed from three separate budgets (by branch) into one combined budget in 2022/23.

With the exception of staffing, libraries have operated within normal budget tolerance. Increased staffing overhead in 2022/23 was due to multiple factors.

[78] Particularly evident in Featherston where feedback to Council, through newspapers and on social media, has at times been negative and vocal.

[79] Initiatives included: local heritage workshops, writing workshops, book club, STEM workshops, new website and social media, new branding, technical upskilling programme for all staff.

Increases in costs over the review period have been in line with inflationary increases across other business units.

SWDC library budget

The total library budget at SWDC has increased by 39% between 2020/21 and 2023/24, however:

- The operating budget of WLS has been eroded since 2020 as a percentage and in monetary terms. The low operating budget means service offerings are curtailed.
- Internal charges are outside the control of the budget manager. These charges are an allocation of indirect Corporate Support costs such as IT, Finance, HR, CEO and Communications, which are allocated based on an appropriate factor such as floor space or FTE head. SWDC is currently reviewing corporate overhead allocation to ensure it allocates an equitable share to the users of these services. Any changes in levels of services across the council may affect how these costs are allocated.

In 2021/22:

- Operating costs totalled 11.3% of the total budget. The end of year actual was 2.7% over budget.
- Occupancy costs, internal charges and finance costs totalled 47% of the total budget ($413,431).

In 2022/23:

- Operating costs totalled 12% of the total budget. A 15% increase in operating budget from 2021/22. NZ inflation was approximately 6% for the same period[80].
- Occupancy costs, internal charges, and finance costs totalled 47% of the total budget ($465,510). While the costs rose in monetary terms compared to 2021/22, as a budget percentage they were 0.5% Higher than 2021/22.
- Operating costs were 17% above budget reflecting:
    - Inflation.
    - Unbudgeted shared services costs ($28,653). 2022/23 was the first time Carterton charged back for 50% of library operational expenses.
    - The first full year of courier charges incurred by library members utilising the ability and convenience of reserves ($12,988) ($6k above budget).
- Personnel costs were 41% of the total 2022/23 budget ($399,160). The personnel budget was $2,041 more than in 2021/22. It included external NZLPP funding ($40,000 for SWDC and CDC respectively). At $599,418 actual cost, the budget overrun of 50% was due to:
    - No provision within the current FTE count for covering or backfilling annual or other leave, or professional development time.
    - The SWDC working week was reduced to 37.5 hours. While this meant a very real increase in staff satisfaction, it also meant an immediate decrease of 10hours per week in staff availability on top of an already understaffed situation.
    - No provision was made in the 2022/23 budget for staff salary increases.
    - Covid impacted, followed by a series of flu/cold-like viruses and a gastro bug, and just before Christmas, another round of Covid.

[80] Overall Budget was a 6.5% increase - operating costs $ were a 15% increase - the Operating Budget went up higher than inflation. There was a 1% increase in proportion to total budget - but the total budget figures have inflation adjusted so cannot compare to inflation.

- In May/Jun 2022, SWDC received a one off $40,000 hardship grant for application in the 2022/23 financial year. The money came from the National Library's Partnership Programme and was provided to support staff costs. Because the grant came in under 2021/22 it does not appear in the 2022/23 figures.

In 2023/24

- The Operating cost budget is 9.8% of the total budget – down on 2022/23 (-2.1%) and on 2021/22 (-1.2%).
- In monetary terms the operating budget is $13,901 less than 2022/23 actual operating costs.
- This negatively impacts what can be delivered to the public, continuing to put the library service further and further behind what other communities around NZ get from their library services.
- The occupancy costs, internal charges and finance costs are 44% ($550,967) of total budget, 3.5% less than 2022/23.
- Personnel costs are 46% of the total budget, a 4% decrease ($21,303) on the 2022/23 actual total.
- The personnel budget has decreased in both percentage of the total and in the money allocation against the actual personnel costs of 2022/23 (which included temporary employees).
- In 2020/21 staff annual leave owing was 7-13 weeks. In 2023/24 staff leave is kept within the 200-hour range.

SWDC operating budget

	2020/21 YTD Actuals June $	2021/22 YTD Actuals June $	2022/23 YTD Actuals June $	2023/24 Full Year Budget $
Libraries SWDC	877,646	914,720	1,116,028	1,251,358
User Levies	(128,369)	(3,099)	(8,915)	0
Grants, Subsidies & Donations	(18,000)	(360, 590)	(80,000)	0
Recoveries		0	(47,176)	0
Miscellaneous		0	0	0
Personnel Costs	471,677	761,010	599,418	578,115
Operating Costs[81]	104,181	103,967	136,677	122,776
Occupancy Costs	26,780	48,784	64,904	65,920
Internal Charges	212,474	215,282	240,773	311,639
Finance Costs	190,913	149,365	210,346	172, 908

[81] **Comparative libraries – Operating Costs - YTD Actuals supplied by the respective councils:**

	2020/21 YTD Actuals	2021/22 YTD Actuals	2022/23 YTD Actuals	2023/24 Full Year Budget
Stratford (1 site) ~10k pop.	$205,993	$235,571	$247,408	$285,691
Otorohanga (2 sites) ~10k pop.	-	$439,189	$436,773	$504,497
Buller (2 sites) ~10k pop.	$127,841	$133,737	$84,051	$59,347

19. Libraries doubling as council service centres.

There are currently no service centre performance levels specified for libraries. It is not uncommon to have libraries doubling as council service centres. Two SWDC libraries operate as council service centres – Greytown and Featherston. The risks and pressures of this have been discussed at the WLS Joint Council Committee meeting and canvassed with SWDC in 2023:

- Library staff time being applied to administrative customer services.
- Large amounts of cash on premise in less than secure environments.
- July dog registrations clashing with school holidays.
- No other part of Council is deputised to deliver services for other business units without recompense.

Wellington Water Committee Reports 15 March 2024 Meeting

1. Purpose

To inform the Committee of the status of water services being managed by Wellington Water via reports presented by WWL to the Wellington Water Committee. The reports presented relate to Health & Safety, Customer Operations, Operations Metrics, and Compliance.

2. Executive Summary

The Wellington Water Committee meets on five occasions every year[1] to receive, amongst other matters, an update on the status of the water services being provided to South Wairarapa by WWL based on several reportable measures.

SWDC is represented by our Mayor at the meeting, and in their absence, the Deputy Mayor.

A series of tables and dashboards, with comments attached, are presented in the meeting papers.

The SWDC specific reports and dashboards for the most recent meeting are attached to this report.

Senior WWL staff will attend to talk to the reports.

3. Recommendation

Officers recommend that the Committee receive the Wellington Water Committee Reports from the 15 March 2024 meeting.

4. Appendices

Appendix 1 – Consolidated reports related to SWDC from agenda pack for Wellington Water Committee Meeting 15 March 2024

Contact Officer: Robyn Wells, Principal Advisor – Water
Reviewed By: Stefan Corbett, Group Manager Partnerships and Operations

[1] Additional meetings may be arranged as required

Appendix 1 – Consolidated reports related to SWDC from agenda pack for Wellington Water Committee Meeting 15 March 2024

Wellington Water

January Operations Report - SWDC

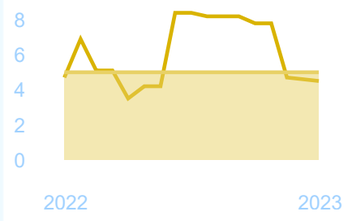
CUSTOMER OPERATIONS GROUP

HEALTH & SAFETY (H & S) LAG INDICATORS *

21.2 Rolling SIFR
0.4 ▼ from prev month
Target < 10

4.5 Rolling TRIFR
0.1 ▼ from prev month
Target < 5

Injury Frequency Rate (TFIFR)



Incidents

1 High/ Extreme	2 Near Misses	0 Notifiable incidents	3 Life saving rule breaches
1▲ from prev month	2▼ from prev month	0 – from prev month	2▼ from prev month
5 YTD	10 YTD	0 YTD	11 YTD

Please note that January H & S figures are still being collated. In December, the total recordable injury frequency rate and severity rating continued its downward trend decreasing by small margins. The number of injuries notably decreased compared to the previous month. Three of these were minor incidents.
There were three lifesaving rule breaches.

H & S LEAD INDICATORS *

0 Safety Improvements
1 ▼ from prev month
19 YTD

Please note that January H & S figures are still being collated.

In December, there were no safety improvements. We are making a concerted effort to improve our health and safety performance, including a sub-contractor safety forum to address H & S performance.

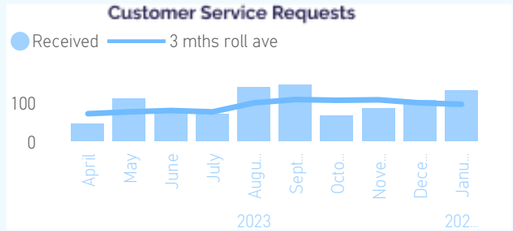
19 CAMs cases raised
18▼ from prev month
187 YTD

Please note that January H & S figures are still being collated.

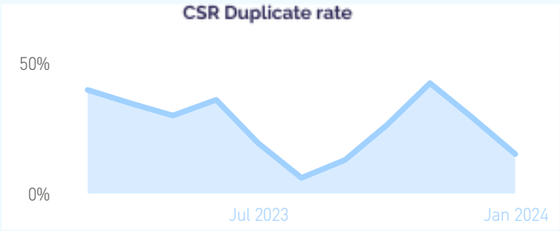
In December, 19 CAMs (H & S recording and reporting system) cases were raised, down 108 from the previous month. There was also an increase in the number of overdue CAMs partly due to additional pressures during the run up to the holiday period.

CUSTOMER ACTIVITY

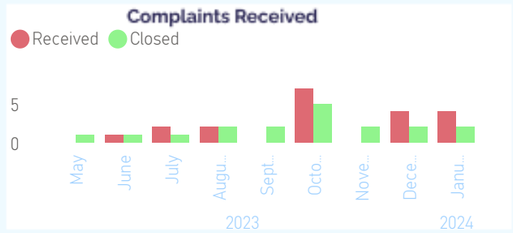
Customer Service Requests



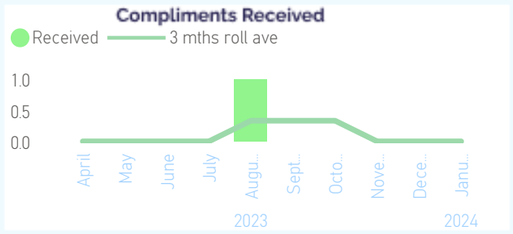
CSR Duplicate rate



Complaints Received



Compliments Received

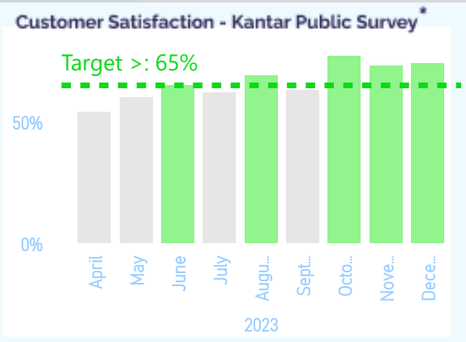


Historical data reveals a recurring seasonal trend with the Customer Service Requests particularly over the summer months. During this time, various types of leaks become more visible and are consequently reported by customers.

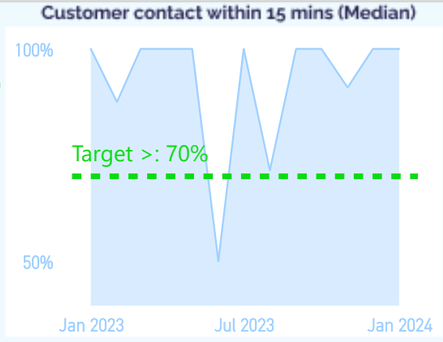
There was also a notable spike in the customer complaints received January. This surge aligns with the dry season prompting customers to report their concerns around visible leaks. Additionally, the backlog of non-urgent leaks has been growing, and that is causing delays in their resolution.

CUSTOMER SATISFACTION

Customer Satisfaction - Kantar Public Survey*



Customer contact within 15 mins (Median)



In Q2 FY23/24 the prompt response to urgent complaints, contacting customers within 15 minutes continued its upwards trend remaining well above target.

The customer satisfaction ratings continued its upward trend in December with 74%. This is a 12% increase from one year ago. This has been attributed to improved completion timeframes as highlighted by our valued customers.

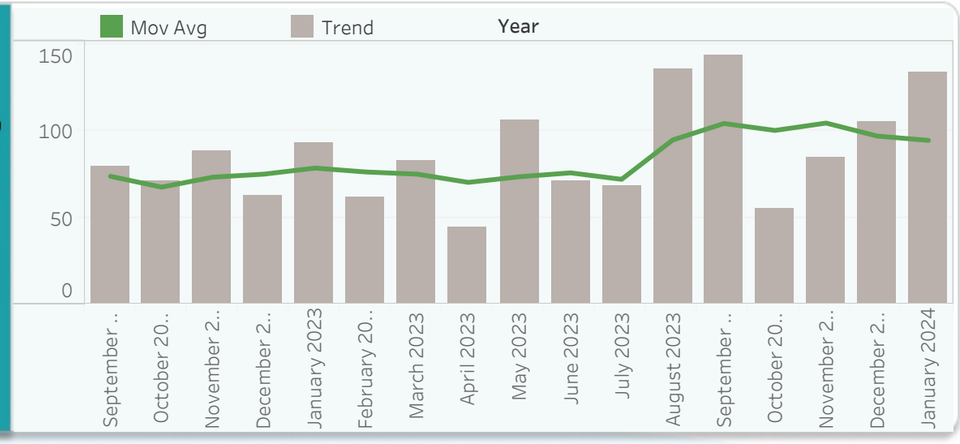
*Note that Customer Satisfaction and Health and Safety are reported on a regional level

Wellington Water

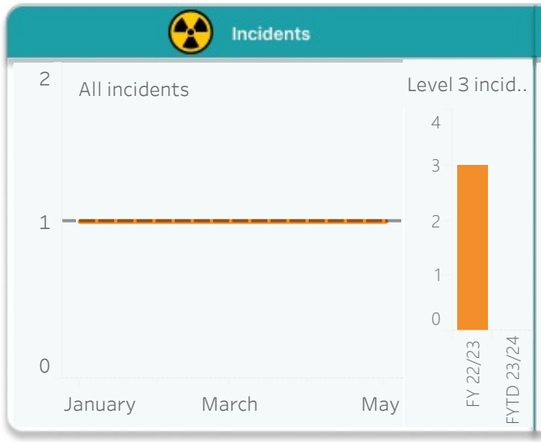
January Operations Report *- SWDC

CUSTOMER OPERATIONS GROUP

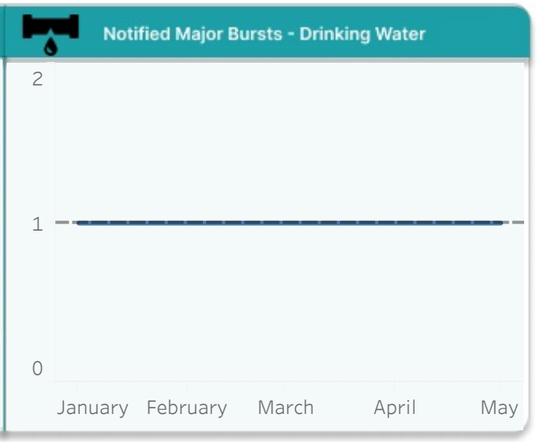
Network Faults



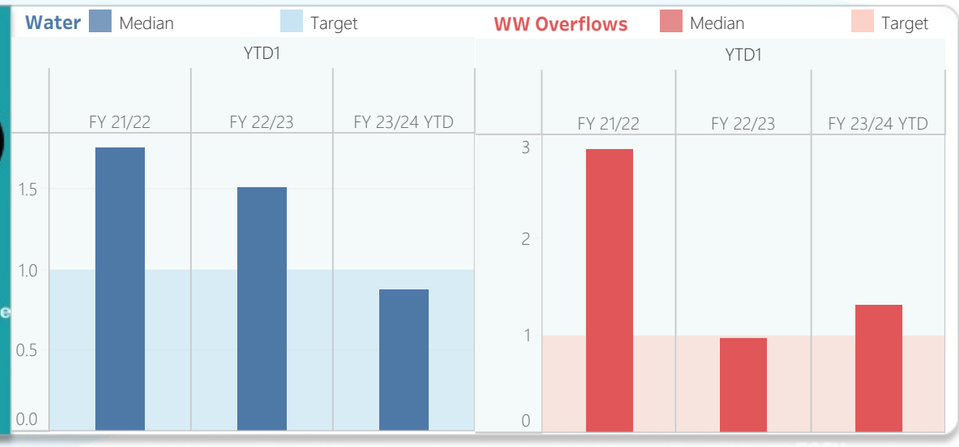
Incidents



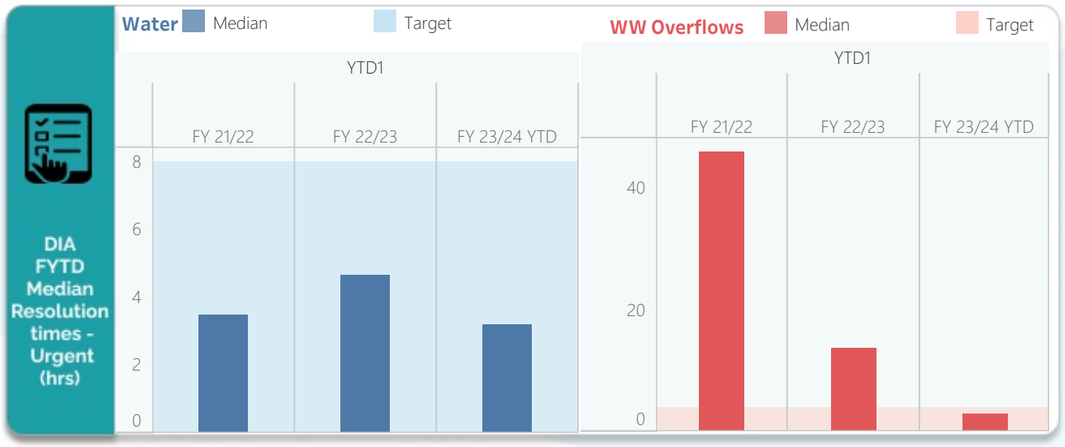
Notified Major Bursts - Drinking Water



DIA FYTD Median Attendance times - Urgent (hrs)



DIA FYTD Median Resolution times - Urgent (hrs)



Insights

Seasonal trends have shown over the years that the peak period of CSRs result during the drier months (comprising mostly of leaks) when the customers are more likely to notice and report the leaks. We continue to be the recipients of ageing networks that are prone to failure or in need of constant repairs. This trend is expected to carry on for the upcoming summer months.

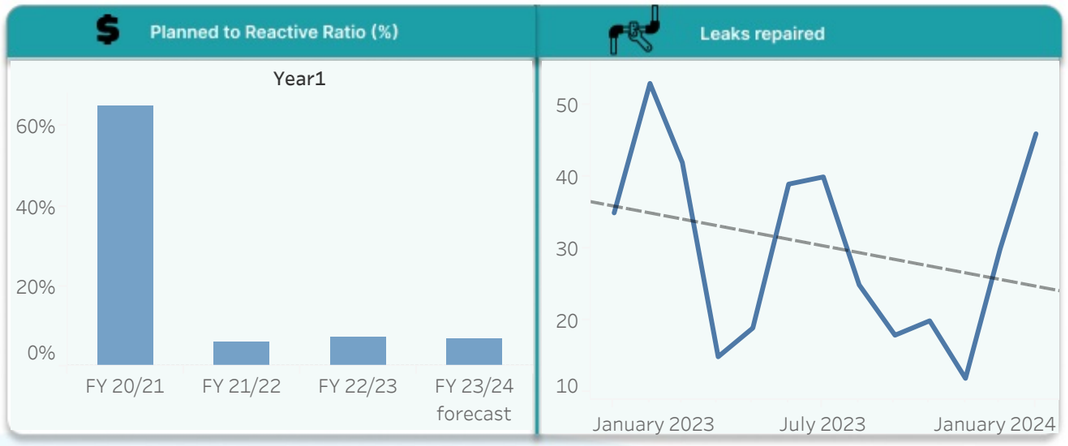
Despite these challenges, it is important to recognize our strength in resolving urgent CSRs. Our attendance and resolution rate have improved over the past few years showcasing our unwavering commitment to customer safety and prompt resolution of high-priority concerns.

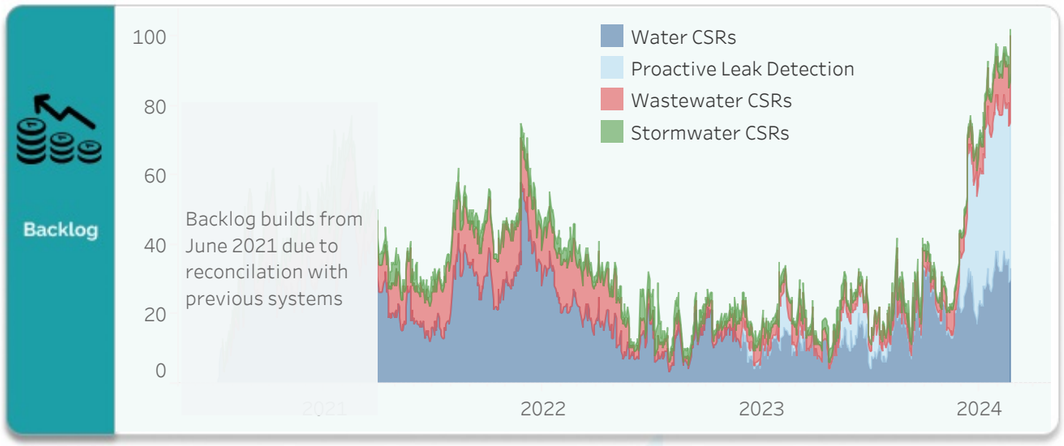
*Note that Report provides a snapshot in time

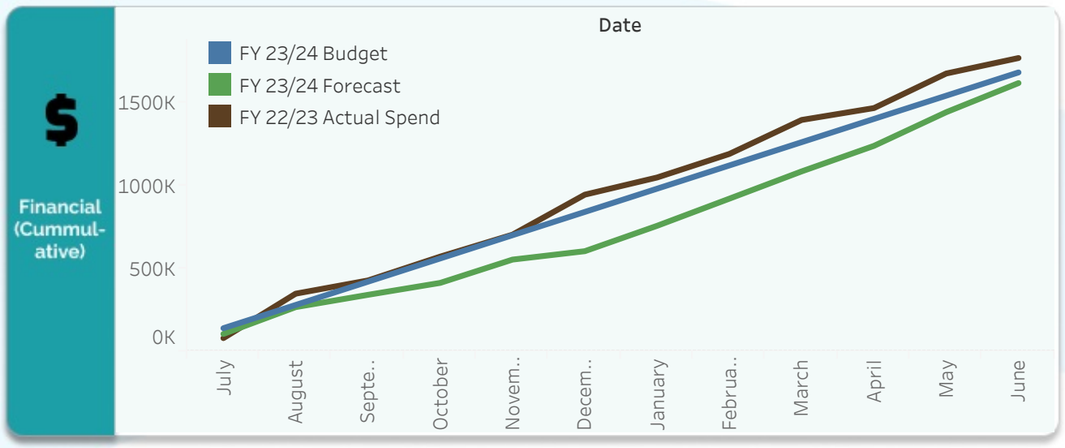
Wellington Water

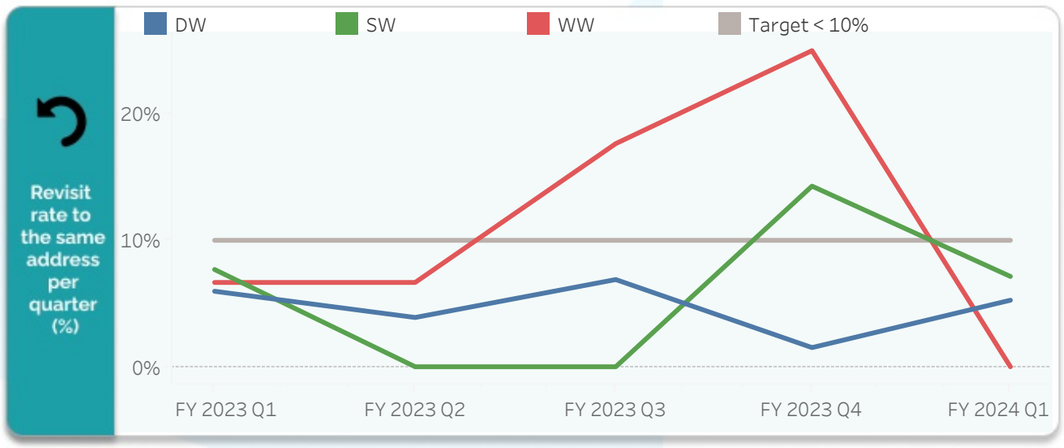
January Operations Report* - SWDC

CUSTOMER OPERATIONS GROUP









Insights

Our proactive leak detection approach has been crucial in identifying leak locations and targeting areas with the highest water loss. This has enabled us to optimize water-saving measures by targeting the areas with the highest potential for conservation with our available resources and striving to reduce our overall water demand. However, with the increased proactive leak detection activities, we still face challenges in resolving non-urgent leaks, leading to a growing backlog of open CSRs primarily consisting of non-urgent tasks. It is important to note that the vast majority of our customers fall outside the urgent category, which has strained our response times. This is concerning as unattended non-urgent leaks pose the risk of escalating into urgent issues.

The revisit rates are primarily reported by revisits to the same address due to limitations with the current systems. Note that a revisit to the same site is not a reflection of the quality of works done by the crews or contractors. Work is being done to improve the systems so that we can specifically target rework due to quality concerns. An analysis conducted on jobs completed across the region for a six month period this year found that 2.8% of those jobs were identified as actual rework. This equates to about 0.4% of all jobs.

The planned to reactive ratio has exhibited a steady ascent. This is a deliberate move towards prioritizing planned activities works over time to reduce the impact of unplanned works and move towards a calm network. However, the concurrent rise in the number of reactive activities per year poses a persistent challenge into the future.

*Note that Report provides a snapshot in time

South Wairarapa Water Treatment Plants – January 2024

Water Treatment plants	Comments	Safe drinking water	Fluoride
Waiohine	The Memorial Park WTP is currently non-compliant with Taumata Arowai's new rules due to insufficient treatment to meet the source water risk, as well not having key monitoring instruments installed.		Currently not yet mandated by the MoH
Memorial Park	The Memorial Park WTP is currently non-compliant with Taumata Arowai's new rules due to insufficient treatment to meet the source water risk, as well not having key monitoring instruments installed.		Currently not yet mandated by the MoH
Martinborough	The Martinborough WTP is currently non-compliant with Taumata Arowai's new rules due to not having key monitoring instruments installed.		Currently not yet mandated by the MoH
Pirinoa	Pirinoa is compliant against new bacterial and protozoal Rules. However further work is required to meet process assurance rules e.g. development of standard operating procedures		Currently not yet mandated by the MoH

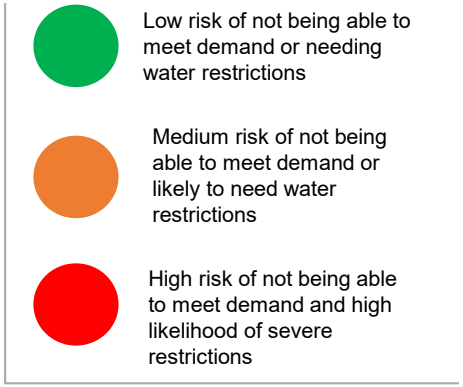
Compliant – we are meeting the necessary regulatory requirements

Compliant but requiring more work

Not compliant with necessary regulatory requirements

Supply and long-term drought resilience January 2024

Supply risk	Comments	Risk level
Short term supply	Increased consumption has led to the South Wairarapa region be escalated to Level 2 water restrictions.	
Long term supply (drought resilience)	Increased leakage and the impacts of climate change will likely lead to severe water restrictions in the years to come e.g. Level 4, which would mean asking people to reduce indoor use.	



Greytown Wastewater Treatment Plant performance

Period – Jan 2024

Current status: Compliant, but with the risks identified below

Commentary:

In 2023, Greater Wellington Regional Council issued letters requesting explanations of non-compliance. Wellington Water is implementing the required corrective actions where possible within the plant and resource constraints.

Major investment is required, and current approved funding levels do not meet this requirement.

Wellington Water is undertaking a programme of work to better manage the treated effluent discharge rates in relation to the stream flow rate.

A compliance upgrade project is currently underway however the scope of that does not currently allow for growth.

Items of significance:

Current plant design and processes are inadequate resulting in a risk of non-compliance.

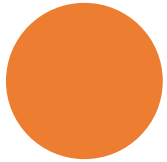
The irrigation season has commenced, and is on track to achieve the discharge to land volume target of 50,000m^3, as well as avoiding discharge to Papawai Stream during low flows, as informed by ecological assessments.

GWRC issued their annual consent Compliance Summary on the 26/01/24. The overall summary compliance rating was "Fair" with two Consents achieving full compliance, one consent achieved a Low Risk Non-Compliance, and one consent achieving a Significant Non-Compliance

WWL has received the consent-required 'Stage 1B Efficacy Report' from their consultants. The report will be peer reviewed and forwarded onto GWRC

Featherston Wastewater Treatment Plant performance

Period – Jan 2024



Current status: Compliant, but with the risks mentioned below

Commentary:

Major investment is required to achieve a new consent.

Renewal of the consent is being managed as a major project, and we are operating on an extension of the old consent.

The consent approval process currently underway will better inform the required capacity of the WWTP to cater for growth in Featherston beyond 2032.

Items of significance:

Plant continues to require ongoing management of resources, focused on effluent quality, to achieve compliance with consent requirements.

A new pump station in the network is operating.

Safety fencing around the ponds has been installed.

A new inlet flow meter is being procured.

A Dissolved Air Flotation (DAF) treatment process trial is underway at the site.

Lake Ferry Wastewater Treatment Plant performance

Period – Jan 2024

Current status: Compliant, but with the risks identified below

Commentary:

Further investment is required to achieve this management plan and consent compliance into the future.

Stantec has been commissioned to prepare and develop a new resource consent application by 30 March 2025.

Decisions around growth and development of additional treatment & disposal capacity will coincide with the resource consent renewal process.

Items of significance:

Compliance for 22-23 year graded by GWRC as Fair. Two of the consents had "low risk" non-compliance, and one consent had "moderate risk" non-compliance.

Source of current high inflow and infiltration is still **not funded** for investigation. Peak loads are near the plant's hydraulic capacity.

Septic Tanks cleanouts, filter cleaning, and condition assessment are required but is **not funded.**

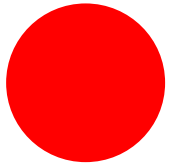
Plant valving automation is required to better comply with consent discharge requirements; however it is **not funded** either.

Projects underway:

- Installing new comms/control system.
- Outflow flowmeters renewal

Martinborough Wastewater Treatment Plant performance

Period – Jan 2024



Current status: Non-compliant

Commentary:

In August 2023, a “To Do Abatement Notice” was issued for Martinborough. This Notice replaces the Abatement Notice issued in 2022, although the WWTP still remains non-compliant.

WWL and SWDC are working together to address the items raised in the new Notice, as part of the compliance upgrade project underway.

Major investment is required, and current approved funding levels do not meet this requirement.

It is expected that decisions around additional treatment & disposal capacity will be discussed, once the Martinborough Growth Study (underway) is completed.

Items of significance:

Current plant design is insufficient to avoid non-compliance. Effluent discharge rate and quality to land continues to exceed current consent limits. Effluent volume discharged to river continues to exceed current consent limits.

Irrigation for the season has commenced; the field capacity is a constraint.

A new pond inlet flowmeter has been installed and is working well.

The annual consent Compliance Summary from GWRC has not yet been received.

Audit Management Report June 2023

1. Purpose

To inform councillors of the findings of Audit New Zealand in their 2023 audit.

2. Executive Summary

Each year Audit New Zealand ("Audit") conduct review work on the processes & systems of SWDC, and its Annual Report. The attached report contains the key findings of the 2023 review.

This report will also be provided to:

- Assurance, Risk, & Finance Committee
- Council
- Community Boards and Te Māngai O Ngā Hapori Māori

3. Recommendations

Officers recommend that the *Committee:*

1. **Receive** the *'Report to the Council on the audit of South Wairarapa District Council For the year ended 30 June 2023'* Report.
2. **Note** that Audit issued an unmodified audit report, dated 7th December 2023.
3. and **Note** the report's three recommendations, categorised as Necessary, along with management's proposed ameliorations.
    a. Audit Recommendation – "Management should review the processes around identification of related parties and perform completeness checks on declared interests at least annually to ensure all potential related parties are identified and assessed for disclosure within the financial statements."
        i. *Management Response - For the year ending 30 June 2024 SWDC are implementing the use of Microsoft Forms to facilitate completeness checks of the disclosures, and the storing of disclosure responses. Microsoft Forms is a survey tool that allows the sender to track who has responded and download the responses in spreadsheet format.*

b. Audit Recommendation – "The District Council should prepare a reconciliation at year-end to clearly evidence how the rates in advance recorded in the general ledger ties to the rates report.

   i. *Management Response - SWDC will implement a reconciliation of general ledger balances and rates statement."*

c. Audit Recommendation – "The District Council should perform an assessment of assets that are fully depreciated in their asset register to ascertain which are still in use and further assessing whether the useful lives of similar assets remain appropriate."

   i. Management Response - The functions and future needs of the GIS & Asset Data Officer are being resourced through alternative methods whilst we undertake a recruitment process. An additional role of Asset Manager is being sought through the Annual Plan process. A priority for both roles will be in reviewing the assets of SWDC, and ensuring robust processes for maintaining asset data are implemented.

4. Background

Not applicable – the report stands for itself

5. Prioritisation

5.1 Te Tiriti obligations

Engagement considered not required in this case.

5.2 Long Term Plan alignment

Not applicable

6. Discussion

Not applicable

7. Options

Not applicable

8. Strategic Drivers and Legislative Requirements

8.1 Significant risk register

Consideration of any risk(s) that may impact on business/project/outcomes, including assessment and mitigations.

☐Relationship with iwi, hapū, Māori

☐Climate Change

☐Emergency Management

☐IT architecture, information system, information management, and security

☒Financial management, sustainability, fraud, and corruption

☐Legislative and regulative reforms

☒Social licence to operate and reputation

☒Asset management

☐Economic conditions

☐Health and Safety

The unmodified audit opinion demonstrates control of financial and reporting risks are suitable for SWDC.

The three recommendations will be mitigated by the recommendations mentioned above.

8.2 Policy implications

Not applicable

9. Consultation

Not applicable

10. Financial Considerations

There is no financial impact.

11. Climate Change Considerations (Select one)

Not applicable

12. Health and Safety Considerations

There are no health and safety considerations.

13. Appendices

Appendix 1 – Report to the Council on the audit of South Wairarapa District Council For the year ended 30 June 2023

Contact Officer: Charly Clarke, Acting Finance Manager
Reviewed By: Paul Gardner, General Manager – Corporate Services

Appendix 1 – Report to the Council on the audit of South Wairarapa District Council For the year ended 30 June 2023

AUDIT NEW ZEALAND
Mana Arotake Aotearoa

Report to the Council on the audit of

South Wairarapa District Council

For the year ended 30 June 2023

Contents

Key messages 3

1 Recommendations 4

2 Our audit report 6

3 Assessment of internal control 7

4 Matters raised in the Audit Plan 10

5 Public sector audit 15

6 Useful publications 16

Appendix 1: Status of previous recommendations 19

Appendix 2: Disclosures 22

Key messages

We have completed the audit for the year ended 30 June 2023. This report sets out our findings from the audit and draws attention to areas where the South Wairarapa District Council (the District Council) is doing well and where we have made recommendations for improvement.

Audit opinion

We issued an unmodified audit opinion dated 7 December 2023.

Our audit opinion included an emphasis of matter paragraph in relation to the uncertainty of impacts and developments relating to the water services reform programme. We elaborate on this in section 2.1 of this report.

Assessment of the control environment

Based on our audit work completed, our conclusion is that the overall control environment is effective for the purposes of our audit.

Matters identified during the audit

In our Audit Plan we identified areas that we consider to be significant risks or specific areas of audit focus for the 2022/23 audit. We conclude on these areas in section 4 of this report.

We have identified several new issues and related recommendations for reporting to the Council:

- No completeness checks on declared interests or formal assessments conducted against the requirements of financial reporting standards.
- Lack of reconciliation between rates in advance per the general ledger and year-end rates report.
- Unable to isolate fully depreciated assets still in use in the fixed asset register.

We elaborate on these issues and related recommendations in section 3 of this report.

Thank you

We would like to thank the Council, management and staff for their assistance during the audit.

Jacques Du Toit
Appointed Auditor
DRAFT - 19 February 2024

1 Recommendations

Our recommendations for improvement and their priority are based on our assessment of how far short current practice is from a standard that is appropriate for the size, nature, and complexity of your business. We use the following priority ratings for our recommended improvements.

Priority	Explanation
Urgent	**Needs to be addressed *urgently*** These recommendations relate to a significant deficiency that exposes the District Council to significant risk or for any other reason need to be addressed without delay.
Necessary	**Address at the earliest reasonable opportunity, *generally within six months*** These recommendations relate to deficiencies that need to be addressed to meet expected standards of best practice. These include any control weakness that could undermine the system of internal control.
Beneficial	**Address, *generally within six to 12 months*** These recommendations relate to areas where the District Council is falling short of best practice. In our view it is beneficial for management to address these, provided the benefits outweigh the costs.

1.1 New recommendations

The following table summarises our recommendations and their priority.

Recommendation	Reference	Priority
No completeness checks on declared interests or formal assessments conducted against the requirements of financial reporting standards Management should review the processes around identification of related parties and perform completeness checks on declared interests at least annually to ensure all potential related parties are identified and assessed for disclosure within the financial statements.	3.3.1	Necessary
Lack of reconciliation between rates in advance per the general ledger and year-end rates report The District Council should prepare a reconciliation at year-end to clearly evidence how the rates in advance recorded in the general ledger ties to the rates report.	3.3.2	Necessary
Unable to isolate fully depreciated assets still in use in the fixed asset register The District Council should perform an assessment of assets that are fully depreciated in their asset register to ascertain which are still in use and further assessing whether the useful lives of similar assets remain appropriate.	3.3.3	Necessary

1.2 Status of previous recommendations

Set out below is a summary of the action taken against previous recommendations. Appendix 1 sets out the status of previous recommendations in detail.

Priority	Priority			
	Urgent	Necessary	Beneficial	Total
Open	-	3	3	**6**
Implemented or closed	-	3	0	**3**
Total	**-**	**6**	**3**	**9**

2 Our audit report

2.1 We have issued an unmodified audit report

We have issued an unmodified opinion dated 7 December 2023. This means we were satisfied that the financial statements and performance information presents fairly the District Council's activity for the year and its financial position at the end of the year.

Without modifying our audit opinion, we included an emphasis of matter paragraph to draw the readers' attention to the relevant notes in the financial statements which outlines developments in the Government's water services reform programme.

The Water Services Entities Act 2022, as amended by the Water Services Entities Amendment Act 2023 on 23 August 2023 and the Water Services Legislation Act 2023 on 31 August 2023, established ten publicly owned water services entities to carry out responsibilities for the delivery of three waters services and related assets and liabilities currently controlled by local authorities.

Water services entities' establishment dates are staggered, with all the water services entities becoming operational between 1 July 2024 and 1 July 2026. The financial impact of the water services reform on the District Council remains uncertain until the relevant water services entity's establishment date is known, and the allocation schedule of assets, liabilities, and other matters to be transferred is approved. In addition, there is uncertainty around the water services reform legislation. With the change in government, it may be repealed or substantially amended.

After completion of our audit, the Water Services Acts Repeal Bill had its third reading in Parliament on 13 February 2024.

2.2 Uncorrected misstatements

The financial statements and performance information are free from material misstatements, including omissions. During the audit, we have discussed with management any misstatements that we found, other than those which were clearly trivial.

All misstatements, other than those which were clearly trivial, were corrected.

2.3 Quality and timeliness of information provided for audit

Management needs to provide information for audit relating to the annual report of the District Council. This includes the draft annual report with supporting working papers. At the start of the audit we were provided with a draft annual report, and supporting working papers.

These were generally of reasonable quality, however we recommend that management continue working at improving its documentation to support information reported within the annual report.

3 Assessment of internal control

The District Council, with support from management, is responsible for the effective design, implementation, and maintenance of internal controls. Our audit considers the internal control relevant to preparing the financial statements and the service performance information. We review internal controls relevant to the audit to design audit procedures that are appropriate in the circumstances. Our findings related to our normal audit work, and may not include all weaknesses for internal controls relevant to the audit.

3.1 Control environment

The control environment reflects the overall attitudes, awareness and actions of those involved in decision-making in the organisation. It encompasses the attitude towards the development of accounting and performance estimates and its external reporting philosophy, and is the context in which the accounting system and control procedures operate. Management, with the oversight of those charged with governance, need to establish and maintain a culture of honesty and ethical behaviour through implementation of policies, procedures and monitoring controls. This provides the basis to ensure that the other components of internal control can be effective.

We have performed a high-level assessment of the control environment, risk management process, and monitoring of controls relevant to financial and service performance reporting. We considered the overall attitude, awareness, and actions of the District Council and management to establish and maintain effective management procedures and internal controls.

The elements of the control environment provide an appropriate foundation for other components of internal control.

3.2 Internal controls

Internal controls are the policies and processes that are designed to provide reasonable assurance as to the reliability and accuracy of financial and service performance reporting. These internal controls are designed, implemented and maintained by the District Council and management.

We reviewed the internal controls in your information systems and related business processes. This included obtaining an understanding of the controls in place for your key financial and service performance information systems.

New findings and recommendations relating to these internal controls are outlined below and recommendations outstanding from previous years are included in Appendix 1.

We acknowledge that some of the challenges with implementing recommendations are inherently related to the size of the District Council, the number of staff available to implement full segregation of duties within the finance function, and the manual nature of some of the District Council's processes and controls, however we would encourage the District Council to continue to progress outstanding recommendations.

3.3 Recommendations arising from our audit

3.3.1 No completeness checks on declared interests or formal assessments conducted against the requirements of financial reporting standards

As part of our work over related party transactions and disclosures, we enquired with management on the process for identification of interests and how these are assessed against the requirements of PBE IPSAS 20 *Related party disclosures.*

We identified that the District Council does not have a process in place to confirm interest declarations are complete, which could result in related party transactions being omitted from the financial statements.

We further identified that there are no formal assessments conducted against the requirements of financial reporting standards to identify whether declared interests are related parties as defined by PBE IPSAS 20 *Related party disclosures,* and an assessment of aggregate transactions with said related parties for disclosure, if any.

We recommend that management review the processes around identification of related parties and perform completeness checks on declared interests at least annually to ensure all potential related parties are identified and assessed for disclosure within the financial statements.

Management comment

For the year ending 30 June 2024 SWDC are implementing the use of Microsoft Forms to facilitate completeness checks of the disclosures, and the storing of disclosure responses.

Microsoft Forms is a survey tool that allows the sender to track who has responded and download the responses in spreadsheet format.

3.3.2 Rates in advance reconciliation to rates report

Based on work performed over rates in advance, we noted that we were unable to agree individual general ledger accounts to amounts per the year-end rates statement.

We were able to agree the balances in aggregate to within a trivial margin and therefore gained assurance that the financial statements are not materially misstated.

We recommend that the District Council prepares a reconciliation at year-end to clearly evidence how the rates in advance recorded in the general ledger ties to the rates report.

Management comment

SWDC will implement a reconciliation of general ledger balances and rates statement.

3.3.3 Unable to isolate fully depreciated assets still in use in the fixed asset register

Based on work performed over Property, Plant and Equipment, we established that the District Council was unable to identify which fully depreciated assets within the asset register are still in use by the Council and which needed to be derecognised.

This poses a challenge to asset valuations, as there is a risk that underlying assets no longer in use are included in valuations and further impacts management's ability to accurately assess useful lives of assets on an ongoing basis.

We were informed that this issue stems from the lack of a dedicated asset manager, which per our understanding, the District Council is planning to employ in the near future.

We recommend that the District Council performs an assessment of assets that are fully depreciated in their asset register to ascertain which are still in use and further assessing whether the useful lives of similar assets remain appropriate.

Management comment

The functions and future needs of the GIS & Asset Data Officer are being resourced through alternative methods whilst we undertake a recruitment process. An additional role of Asset Manager is being sought through the Annual Plan process.

A priority for both of these roles will be in reviewing the assets of SWDC, and ensuring robust processes for maintaining asset data are implemented.

4 Matters raised in the Audit Plan

In our Audit Plan, we identified the following matters as the main audit risks and issues:

Audit risk/issue	Outcome
The risk of management override of internal controls	
There is an inherent risk in every organisation of fraud resulting from management override of internal controls. Management are in a unique position to perpetrate fraud because of their ability to manipulate accounting records and prepare fraudulent financial statements by overriding controls that otherwise appear to be operating effectively. Auditing standards require us to treat this as a risk on every audit	Our audit response included: • testing the appropriateness of journal entries recorded in the general ledger and other adjustments made in the preparation of the financial statements; • reviewing accounting estimates for biases and evaluate whether the circumstances producing the bias, if any, represent a risk of material misstatement due to fraud; and • for any significant transactions that are outside the normal course of business, or that otherwise appear to be unusual given our understanding of the District Council and its environment and other information obtained during the audit, we evaluated whether the business rationale (or the lack thereof) of the transactions suggests that they may have been entered into to engage in fraudulent financial reporting or to conceal misappropriation of assets. No new matters have been identified to bring to Council's attention.
Fair value of Property, Plant and Equipment (non-valuation year)	
PBE IPSAS 17, Property, Plant and Equipment, requires that valuations be conducted with sufficient regularity to ensure that the carrying amount does not differ materially from fair value. The District Council has adopted a policy to revalue its infrastructure, and land and building assets on a cyclical basis. The District Council last revalued its land and buildings as at 30 June 2022 and infrastructure assets on 30 June 2021.	We have reviewed the reasonableness of the District Council's assessment including the appropriateness of the assumptions used in the assessment. As part of our work we have: • obtained and reviewed the assessments for reasonability with reference to processes, assumptions and inputs used; and • reviewed the basis for each assessment to ensure that it complies with generally accepted accounting practice.

Audit risk/issue	Outcome
As this was a non-revaluation year, the District Council had to formally assess whether the carrying value of the applicable assets fairly reflected its fair value at 30 June 2023. A fair value assessment should: • factor in local cost information; • utilise relevant and reliable price movement indicators; and • involve consulting with valuers, if necessary. Alternatively, the District Council could engage external valuers to assist in preparing its fair value assessment (which was the approach selected by management). It is prudent that the District Council makes this assessment at an early stage, as a full valuation if required takes a significant amount of time to complete.	We have confirmed the movement of the assets individually or in combination with other asset classes were not significant the District Council and therefore there was no need to complete a revaluation or process the movement through its records. Refer to 3.3.3 above for a related matter identified during our audit.
Valuation of investment property	
The Council revalue its investment property annually as required by PBE IPSAS 16 Investment Property. The fair value of investment properties needs to reflect the market conditions as at reporting date. Due to the nature and value of the revaluations, any bias or errors in the inputs used or calculations performed could result in a significant misstatement in the value of investment property.	As part of our audit response we have: • reviewed the valuation report and hold discussions with the District Council and the valuer to confirm our understanding; • reviewed the valuation report to assess whether the requirements of PBE IPAS 16 (including the appropriateness of the valuation basis) have been met; • evaluated the qualifications, competence and expertise of the external valuer; • reviewed the valuation method and assessed if the applicable method used is in line with the financial reporting framework, including the reasonableness of the data and key assumptions used; and • reviewed the accounting entries and associated disclosures in the annual report against relevant accounting standards. No new matters have been identified to bring to Council's attention.

Audit risk/issue	Outcome
Asset impairment considerations	
In accordance with PBE IPSAS 21, Impairment of Non-Cash-Generating Assets and PBE IPSAS 26 Impairment of Cash-Generating Assets, at each reporting date management must assess whether there is any indication that an asset may be impaired. If management identifies any indication of an impairment, then they must estimate the recoverable service amount of the asset. Assets are required to be assessed for indicators of impairment on an annual basis. Irrespective of whether there are any indications of impairment, intangible assets not yet available for use (that is, work-in-progress) and intangible assets with indefinite useful lives must be tested for impairment at least annually. Work-in-progress (WIP) values on projects that span an extended period should be assessed regularly for impairment over the life of the project. The Council needs to ensure that as phases of a project are completed, and assets become operational, capitalisation of the WIP balance occurs in a timely manner. This will ensure that depreciation expense on these assets is recognised and accounted for appropriately. The District Council had to complete the necessary assessment of impairment of assets (as above). In addition, intangible assets not yet available for use (that is, work-in-progress) and intangible assets with indefinite useful lives must be tested for impairment at least annually.	As part of audit response we have: • reviewed management's assessments of indicators of impairment. Indicators of impairment were present for roading assets due to impacts of recent severe weather events. For these affected assets, we have: • reviewed management's impairment assessments; • evaluated the reasonableness of the significant assumptions; • evaluated how management has addressed estimation uncertainty; and • reperformed calculations made by management. No new matters have been identified to bring to Council's attention.
Water Services Reform Programme	
The Three Waters Reform programme (the Reform) is expected to result in significant structural changes to the management, funding and ownership of water supply, wastewater, and stormwater assets in the local government sector. The previous Government announced several changes to the reform. On 13 April 2023, they outlined changes to the number of water	The Water Services Entities Act 2022, as amended by the Water Services Entities Amendment Act 2023 on 23 August 2023 and the Water Services Legislation Act 2023 on 31 August 2023, established ten publicly owned water services entities to carry out responsibilities for the delivery of three waters services and related assets and liabilities currently controlled by local authorities.

Audit risk/issue	Outcome
services entities and a staggering of their establishment dates starting from early 2025, with all the water services entities to be established by 1 July 2026. The timing of the transfer of assets and liabilities is therefore uncertain until amendments to existing legislation are passed. The Bill to enable the transfer of three waters related assets and liabilities to the water services entities was with the select committee at the time of planning our audit and was needed to be passed to enable water assets to transfer to the related water entity. The timing of the legislation through Parliament had the potential to impact the 30 June 2023 annual report. If the legislation had not passed before 30 June an updated disclosure may still be appropriate. If the legislation was passed before 30 June, there would likely be some additional accounting and disclosure requirements. The District Council had to ensure that sufficient disclosure about impact of the reform (to the extent that the impact is known) was included in the annual report.	Water services entities' establishment dates were to be staggered, with all the water services entities becoming operational between 1 July 2024 and 1 July 2026. The financial impact of the water services reform on the District Council remained uncertain until the relevant water services entity's establishment date were known, and the allocation schedule of assets, liabilities, and other matters to be transferred was approved. In addition, there was uncertainty around the water services reform legislation. With the change in government, there was a potential for the legislation to be repealed or substantially amended. We included information in our audit report to draw the readers' attention to District Council's disclosure about the water services reform programme. After completion of our audit, the Water Services Acts Repeal Bill had its third reading in Parliament on 13 February 2024.
Drinking water quality performance measures	
Providing safe drinking water is a core function of the District Council and reporting how it has performed in respect of this function in the annual report is important performance information. The regulatory regime in place over the safety of drinking water has transitioned in the 2023 year from the Drinking Water Quality Standards (DWS) to the new Drinking Water Quality Assurance Rules (DWQARs) which came into effect on 14 November 2022. Performance measures about compliance with the DWS are currently mandated by the Department of Internal Affairs who have issued mandatory performance measures that are required to be reported against in District Council's annual report. There were no similar performance measures with respect to the new DWQARs. Despite this	We have updated our understanding of the systems and controls in place for reporting on compliance with the drinking water standards at Wellington Water. We have placed reliance on work performed by the Wellington Water audit team and were able gain sufficient appropriate audit evidence over the results reported. No new matters have been identified to bring to Council's attention.

Audit risk/issue	Outcome
it was important that the District Council included appropriate performance information about their compliance with the new DWQARs. This performance information was subject to audit and therefore it was important that District Council was able to support the performance results that they reported.	
New accounting standard - Adoption of PBE FRS 48 Service Performance Reporting	
PBE FRS 48 Service Performance Reporting replaced that part of PBE IPSAS 1 Presentation of Financial Statements that deals with service performance reporting requirements and was effective for annual reporting periods beginning on or after 1 January 2022, that is, for the District Council, it was for the year ended 30 June 2023. The objective of the standard is "to establish principles and requirements for an entity to present service performance information that is useful for accountability and decision-making purposes in a general purpose financial report". PBE FRS 48 requires an appropriate and meaningful mix of performance measures and/or descriptions, including, where appropriate, measures of both the goods and services provided and of what has been achieved in the District Council's areas of responsibility. In addition, PBE FRS 48 imposes additional disclosure obligations on entities. For example, paragraph 44 requires an entity to "disclose those judgements that have the most significant effect on the selection, measurement, aggregation and presentation of service performance information reported in accordance with this Standard that are relevant to an understanding of the entity's service performance information". Further, if the District Council changes what it reports as service performance information compared to the previous year, then PBE FRS 48 requires the District Council to explain the nature of the changes and their effect.	We have reviewed the District Council's compliance with the new standard. We have also provided a PBE FRS 48 Service Performance Reporting checklist to the District Council to perform a self-review. No new matters have been identified to bring to Council's attention.

5 Public sector audit

The District Council is accountable to their local community and to the public for its use of public resources. Everyone who pays taxes or rates has a right to know that the money is being spent wisely and in the way the District Council said it would be spent.

As such, public sector audits have a broader scope than private sector audits. As part of our audit, we have considered if the District Council has fairly reflected the results of its activities in its financial statements and non-financial information.

We also consider if there is any indication of issues relevant to the audit with:

- compliance with its statutory obligations that are relevant to the annual report;
- the District Council carrying out its activities effectively and efficiently;
- the District Council incurring waste as a result of any act or failure to act by a public entity;
- any sign or appearance of a lack of probity as a result of any act or omission, either by the District Council or by one or more of its members, office holders, or employees; and
- any sign or appearance of a lack of financial prudence as a result of any act or omission by a public entity or by one or more of its members, office holders, or employees.

We did not identify any issues to bring to your attention in relation these areas.

6 Useful publications

Based on our knowledge of the District Council, we have included some publications that the Council and management may find useful.

Description	Where to find it
Performance reporting	
Public organisations are responsible for reporting their performance to Parliament and the public in a way that meaningfully reflects their organisation's aspirations and achievements. The Auditor-General published a discussion paper that explores five areas for improvement in performance reporting.	On the Office of the Auditor-General's website under publications. Link: The problems, progress, and potential of performance reporting
The Office of the Auditor-General, the Treasury and Audit New Zealand have jointly prepared good practice guidance on reporting about performance. The guidance provides good practice examples from public organisations in central government. Those working in other sectors may also find this useful.	On Audit New Zealand's website under good practice. Link: Good practice in reporting about performance — Office of the Auditor-General New Zealand (oag.parliament.nz)
Local government risk management practices	
The Covid-19 pandemic is a stark reminder for all organisations about the need for appropriate risk management practices. In our audit work, we often see instances where Councils do not have effective risk management. This report discusses the current state of local government risk management practices and what Councils should be doing to improve their risk management.	On the Office of the Auditor-General's website under publications. Link: Observations on local government risk management practices
Public accountability	
Public accountability is about public organisations demonstrating to Parliament and the public their competence, reliability, and honesty in their use of public money and other public resources. This discussion paper explores how well New Zealand's public accountability system is working in practice.	On the Office of the Auditor-General's website under publications. Link: Building a stronger public accountability system for New Zealanders

Description	Where to find it
Setting and administering fees and levies for cost recovery	
This good practice guide provides guidance on settings fees and levies to recover costs. It covers the principles that public organisations should consider when making any decisions on setting and administering fees and levies. It also sets out the matters public organisations should consider when calculating the costs of producing goods or providing services and setting charges to recover those costs.	On the Office of the Auditor-General's website under publications. Link: Setting and administering fees and levies for cost recovery: Good practice guide
Managing conflicts of interest involving Council employees	
This article discusses findings across four Councils on how conflicts of interest of Council employees, including the Chief Executive and staff, are managed.	On the Office of the Auditor-General's website under publications. Link: Getting it right: Managing conflicts of interest involving council employees
Sensitive expenditure	
The Auditor-General's good practice guide on sensitive expenditure provides practical guidance on specific types of sensitive expenditure, outlines the principles for making decisions about sensitive expenditure, and emphasises the importance of senior leaders "setting the tone from the top". It also describes how organisations can take a good-practice approach to policies and procedures for managing sensitive expenditure.	On the Office of the Auditor-General's website under good practice. Link: Sensitive expenditure
The Auditor-General's report on the results of recent audits	
The OAG publishes a report on the results of each cycle of annual audits for the sector.	On the OAG's website under publications. Link: Local government 2019/20 audits
Good practice	
The OAG's website contains a range of good practice guidance. This includes resources on: • audit committees; • conflicts of interest; • discouraging fraud; • good governance; • service performance reporting; • procurement; • sensitive expenditure; and • severance payments.	On the OAG's website under good practice. Link: Good practice

Description	Where to find it
Procurement	
The OAG are continuing their multi-year work programme on procurement. They have published an article encouraging reflection on a series of questions about procurement practices and how processes and procedures can be strengthened. Whilst this is focused on local government, many of the questions are relevant to all types of public sector entities.	On the OAG's website under publications. Links: Strategic suppliers: Understanding and managing the risks of service disruption Getting the best from panels of suppliers Local government procurement

Appendix 1: Status of previous recommendations

Open recommendations

Recommendation	First raised	Status
Necessary		
Breaches of investment policy We recommend appropriate processes be implemented to ensure compliance with the investment policy or update the policy if no longer fit for purpose.	2021/2022	**In progress** 2023 update: The last year finding remains as there were still policy breaches in the current year. Auditors will review this issue again as part of the 2024 audit.
Statement of service performance – Survey results We recommend that the District Council investigate any significant underperformance against targets set for performance measures involving surveys, and where appropriate reports the reasons for underperformance in the annual report and actions intended to address any deficiencies.	2018/19	**In progress** 2023 update: The Executive Leadership Team have begun to develop an annual workplan that addresses indicators that have not been met. It has been acknowledged that the indicators were not set at a realistic level and therefore require a comprehensive review to ensure that the indicators reflect both what is achievable and what our communities expect. We will review progress against this during our 2024 audit.
Creditors Masterfile The District Council should independently review all changes to the Creditors Masterfile, including bank account changes and new creditors. The District Council should ensure that a report including all changes is run when Creditor Masterfile review is going to occur to ensure no changes are missed. We further recommend that the District Council should independently verify bank account changes with the vendor instead of using the details per the invoice only, as cyber-attacks and fraud are becoming increasingly sophisticated.	2017/18	**In progress** Changes have been implemented during the year and will be reviewed as part of the 2023/24 audit.

Recommendation	First raised	Status
Beneficial		
Excessive annual leave balances The District Council should regularly review employee leave balances and ensure employees with excessive balances have leave plans put in place.	2017/18	**In progress** 2023 update: SWDC are working with individuals who have high balances to reduce these and have plans in place for the top 12. High leave balances are on the District Council's risk register. No specific testing over leave balances has been performed in 2022/23 as the balance was not material. Audit will review this again as part of the 2024 audit
Expenditure approval The District Council's sensitive expenditure policies include a requirement for the Chief Executive's expenses to be approved by the Mayor. The policies also require for the approval of the Mayor's expenses to be approved by the Chief Executive. A circular approval relationship is therefore created. The District Council should consider an alternate approver for the Mayor's expenditure.	2019/20	**In progress** 2023 update: We have noted that the Chief Executive still approved the Mayor's expenses up until Nov 2022, until the FAR Committee was established. We will review this again as part of our 2024 audit. For expenditure incurred by the Chief Executive we have confirmed for the year under audit expenditure has been approved by the Mayor.
Sensitive Expenditure Policy The District Council should update the policy to ensure it covers all best practice guidelines.	2018/19	**In progress** 2023 update: We recommend that the Council implements a formal Credit Card policy which incorporates the OAG good practice guidelines.

Implemented or closed recommendations

Recommendation	First raised	Status
Verbal approval of journals We recommend the District Council's supporting documentation should be maintained on the approvals of all journal entries.	2021/22	**Closed** There were no further issues identified on during final audit, therefore the issue has been resolved.

Recommendation	First raised	Status
Inadequate support for grant expenditure We recommend that the appropriate processes and controls should be established, including record keeping, relating to all grant approvals.	2021/22	**Closed** Based on audit work performed for 2022/23 there has been no similar issue noted, therefore the issue has been closed.
Network password security The District Council should improve its network user access password controls to comply with NZ Information Security Manual (NZISM).	2020/21	**Closed** Changes recommended were implemented and the District Council have also introduced Multifactor Authentication.

Appendix 2: Disclosures

Area	Key messages
Our responsibilities in conducting the audit	We carried out this audit on behalf of the Controller and Auditor-General. We are responsible for expressing an independent opinion on the financial statements and performance information and reporting that opinion to you. This responsibility arises from section 15 of the Public Audit Act 2001. The audit of the financial statements does not relieve management or the Council of their responsibilities. Our Audit Engagement Letter contains a detailed explanation of the respective responsibilities of the auditor and the District Council.
Auditing standards	We carried out our audit in accordance with the Auditor-General's Auditing Standards. The audit cannot and should not be relied upon to detect all instances of misstatement, fraud, irregularity or inefficiency that are immaterial to your financial statements. The Council and management are responsible for implementing and maintaining your systems of controls for detecting these matters.
Auditor independence	We are independent of the District Council in accordance with the independence requirements of the Auditor-General's Auditing Standards, which incorporate the independence requirements of Professional and Ethical Standard 1: *International Code of Ethics for Assurance Practitioners,* issued by New Zealand Auditing and Assurance Standards Board. In addition to our audit of the audited information and our report on the disclosure requirements, we have performed a limited assurance engagement relating to the District Council's Debenture Trust Deed. We have also audited the District Council's 2021-31 long-term plan. Other than these engagements, we have no relationship with, or interests in, the District Council.
Fees	The audit fee for the year was $131,418 excluding GST and disbursements, as detailed in our Audit Proposal Letter. Other fees charged in the period totals $5,000 excluding GST and disbursements, for a limited assurance engagement relating to the District Council's Debenture Trust Deed.
Other relationships	We are not aware of any situations where a spouse or close relative of a staff member involved in the audit occupies a position with the District Council that is significant to the audit. We are not aware of any instances where a staff member of Audit New Zealand accepted a position of employment with the District Council during or since the end of the financial year.

AUDIT NEW ZEALAND
Mana Arotake Aotearoa

PO Box 99
Wellington 6140
Phone: 04 496 3099

www.auditnz.parliament.nz

SOUTH WAIRARAPA DISTRICT COUNCIL
Kia Reretahi Tātau

Strategy Working Committee

10 April 2024
Agenda Item: C3

Quotable Value NZ – Presentation of the 2023 South Wairarapa General Revaluation

1. Purpose

To provide the Committee with information regarding the process, overview and high level results from the three yearly revaluation.

2. Executive Summary

Every property in NZ has a rating value, which is usually assessed every three years. The assessment for South Wairarapa is completed on behalf of Council by a Valuation Service Provider - Quotable Value (QV).

All properties in the local council area are assessed as at 1 September 2023. This means that the rating valuation is reached using the same process and reflects the same market trends as every other property in your area.

A rating value is just one of a combination of factors that councils use to determine the rates a person pays on their property. The 'Rating Valuation as at:' date, shows the date that property's rating value was effective from, and does not mean the date council rates will be effective from. New council rates are effective from 1 July 2024 following the rating valuation.

The current valuation is currently going through the audit process.

3. Recommendation

Officers recommend that the Committee receive the *Quotable Value NZ – Presentation of the 2023 South Wairarapa General Revaluation* Report.

4. Appendices

Appendix 1 – QV Presentation to Committee (to be tabled)

Reviewed By: Janice Smith, Chief Executive Officer

SOUTH WAIRARAPA DISTRICT COUNCIL
Kia Reretahi Tātau

Strategy Working Committee

10 April 2024
Agenda Item: C4

Action Items Report

1. Purpose

To present the Committee with updates on actions and resolutions.

2. Executive Summary

Action items from meetings are presented to the Committee for information. The Chair may ask the Chief Executive for comment and all members may ask the Chief Executive for clarification and information through the Chair.

If the action has been completed between meetings it will be shown as 'actioned' for one meeting and then will be remain in a master register but no longer reported on. Procedural resolutions are not reported on.

3. Appendices

Appendix 1 – Action Items to 10 April 2024

Contact Officer: Amy Andersen, Committee Advisor
Reviewed By: Janice Smith, Chief Executive Officer

Appendix 1 – Action Items to 10 April 2024

Number	Raised Date	Responsible Manager	Action or Task details	Open	Notes
516	27 Oct 21	S Corbett	Work on a health and safety action plan with the Wairarapa Trails Action Group to ensure network safety of the proposed trails and continue discussions on cyclist safety on Underhill Road leading to the Tauherenikau Cycle Bridge. (ICS)	Open	8 Nov 21: WTAG chairman Greg Lang, Carterton Mayor is having discussions with SWDC Mayor on a way forward to resolve this problem on both sides of Underhill Road 20/12/21: Bridge construction delayed 12-14 weeks (subject to weather). 27/1/22: Underhill Road will be included as part of the speed review, other initiatives will be investigated prior to the bridge opening in September. 9/3/21: Action amended to include advance changing of speed limit on Underhill Road. 20/4/22: Amended - action above deleted. 06/05/2022: Officers working to make Underhill Road safe before opening of bridge. Funding applied for. Request to close action. Check with Stefan 11/01/22: Action reassigned from A&S to ICS following implementation of new committee structure. 25/01/23: Committee Chair requested update required on project, costs for work to be completed, (quote from Pope and Gray), how will this be funded; PGF/Ratepayers or other funding source. 1/02/23: Ongoing work to be completed– remains open 18/07/23: The share the road with cyclists signs have been put in on Underhill Road (Greytown and Featherston sides). The Underhill Road road edges have been flattened to allow cyclists to more easily get off the road if needed. 20/09/23: Request to examine alternative funding measures, but not a priority. 30/01/24: no change to priority (ie low).
86	1 Mar 23	A Bradley	To request the Communications Team develop a concept plan and options to initiate discussion and engagement with the community on a climate change database and information sharing. (CCE)	Open	02/03/23: Officers have stated this action is a low priority. 14/08/23: Officer note there are many different companies and organisations operating in this space. Instead, as we have a climate change web page, suggest we can host links to all those we work with in this space including presentations from anyone

Number	Raised Date	Responsible Manager	Action or Task details	Open	Notes
					who comes to present to this committee or Council on say climate change and sustainability matters. 23/08/23: Discussed at CCE meeting, to remain open. 30/01/24: no new updates.
406	8 Nov 23	R O'Leary	Report requested from the Planning Team on the methodology for finding areas of risk relating to environmental hazards and what they may look like in future – due by the next Committee meeting (CCE)	Open	13/03/24: Senior Planner to provide further information to the Committee via email.
407	8 Nov 23	A Bradley	For the Committee to look at options for a District Joint Committee on Climate Change (CCE)	Open	Noted Cr Gray will follow up initially. 14/02/24: Cr Gray provided update. No response to date from other elected members. Mayor/Deputy to support in promoting message. Action remains open.
409	8 Nov 23	S Corbett	Request further information from Council Officers relating to the development of a No-Mow Policy, including implications, for the South Wairarapa District Council by the next meeting of the Committee.	Open	30/01/24: no new developments (low priority). 14/02/24: Cr Gray queried creative ways to progress the no-mow policy (e.g. community working group). Noted – bylaw restrictions and need a review if changes are proposed. Officers suggested a trial on one street. Officers suggested would be included in LTP work. Further information required.
469	15 Nov 23	S Corbett	INFRASTRUCTURE AND COMMUNITY SERVICES RESOLVED (ICS2023/37) to: 1.receive the Member's Report – Transforming the Stella Bull/Old Library Building into a Vibrant Community Space: A vision for Greytown. (Moved Cr Woodcock/Seconded Cr Gray) Carried 2. Recommend to Council to approve officers investigate short term uses of Stella Bull/Old Library Building until June 2024. 3. Recommend to Council to request officers to develop options to be included in the consultation document for the 24/34 LTP. [Items 2-3 read together] (Moved Cr Bosley/Seconded Mayor Connelly) Carried	Open	22/11/23: Refer to Council resolution: DC2023/171 in relation to point 2, which has been actioned. Point 3 remain open and to be included in recommendations to the Strategy Working Committee. 30/01/24: James may be able to report back, but the EOI for proposed commercial and public use of the Old Library Building is online and we are awaiting inquiries. We will report back in a month or so on what we received/learnt. We would appreciate the assistance of Councillors to encourage community and companies to express and interest. 14/02/24: Members provided update on current use on the space. Expressions underway. Applications close on 29 February 2024 at 4pm. Action remains open.

Number	Raised Date	Responsible Manager	Action or Task details	Open	Notes
32	14 Feb 24	J Smith	Chief Executive to clarify what is currently included in the Speed Review for Dublin Street, Martinborough. Members would need to consider any further actions and how that would fit within the current roading work programme.	Open	
33	14 Feb 24	S Corbett	STRATEGY WORKING COMMITTEE RESOLVED (SWC2024/02) to: 1. Receive the Tauwharenīkau Pipeline Crossing Project Report. (Moved Cr McAulay/Seconded Cr Maynard) Carried 2. Adopt Option 3 - Replace existing pipe with recommended methodology (Moved Cr Olds/Seconded Cr Gray) Carried Abstained: Cr Maynard 3. Release the ring-fenced funds of $150,000 in Annual Plan 2023/24 for Wellington Water Limited to progress detailed design on the replacement of the pipe section. (Moved Cr Olds/Seconded Cr Gray) Carried	Open	
34	14 Feb 24	A Bradley	STRATEGY WORKING COMMITTEE RESOLVED (SWC2024/03) to: 1. Receive the 'Risk Pool Unbudgeted Expense' Report. 2. Retrospectively ratify the payment of the invoice for Risk Pool to the sum of $47,000 from the source budget of Insurance. 3. Request that a media statement be prepared to acknowledge the benefits of the scheme and its details. (Moved Mayor Connelly/ Seconded Cr Woodcock) Carried For: Mayor Connelly, Deputy Mayor Sadler-Futter, Cr Olds, Cr McAulay, Cr Bosley, Cr Maynard, Cr Woodcock, Cr Gray, Cr Plimmer	Actioned	15/02/24: Point 3 completed. https://swdc.govt.nz/news/riskpool-payment-clarification/
37	14 Feb 24	A Bradley	STRATEGY WORKING COMMITTEE RESOLVED (SWC2024/06) to: 1. agree to make amendments to the draft Policy: (a) to state that Class 4 Gambling Venues cannot relocate in Masterton District under any circumstances.	Open	14/02/23: MDC have confirmed they received requests as per the minutes of the meeting in relation to 6.2 -venue relocation concerns.

Number	Raised Date	Responsible Manager	Action or Task details	Open	Notes
			(b) to state that Class 4 Gambling Venues cannot relocate to Carterton and South Wairarapa District's most deprived areas (those on the New Zealand Deprivation Index of decile 9 or 10) if the proposed location is outside of a main town centre; (c) to state that no new standalone TAB venues may be established in the Wairarapa; (d) to clearly state that no additional electronic gaming machines will be granted consent, in any Class 4 venue in the Wairarapa (amendment for clarification purposes); and (e) to reflect legislative or other changes since the last review, and to improve the flow and readability. 2. adopt the Statement of Proposal and draft Policy for consultation with the community, using the Special Consultative Procedure (Attachments One and Two). 3. delegate authority to the Chief Executive to approve minor edits that do not change the intent of the content, prior to publication of the Statement of Proposal and draft Policy for consultation. 4. note that a joint review of the Wairarapa Class 4 Gambling and Standalone TAB Venues Policy (the Policy) is underway. 5. note that the Wairarapa Policy Working Group considered options for progressing the review and recommended that the Wairarapa District Councils adopt a joint policy for consultation with a regional variation for Masterton in relation to venue relocation. 6. note that consultation with the community is proposed to take place between 21 February and 22 March 2024, subject to adoption by the three Wairarapa District Councils. 7. note that the Wairarapa Policy Working Group will hear submissions and undertake deliberations ahead of making final recommendations to Council in May 2024. [Items 1-7 read together] (Moved Cr Bosley/Seconded Cr Olds) Carried		

Number	Raised Date	Responsible Manager	Action or Task details	Open	Notes
			Against: Mayor Connelly		
38	14 Feb 24	J Smith	STRATEGY WORKING COMMITTEE RESOLVED (SWC2024/07): 1.To receive the Pain Estate Update Report. (Moved Cr Maynard/Seconded Cr McAulay) Carried Foreshadowed amendment: 2.That the Strategic Working Committee instruct the Chief Executive to action the items identified in the Memorandum of Agreement for Pain Farm and report back to the Martinborough Community Board. (Moved Cr Maynard/Seconded Cr McAulay) Carried *The mover and seconder agreed that the amendment become part of the substantive motion*. 3.That the Strategic Working Committee instruct the Chief Executive to action the items identified in the Memorandum of Agreement for Pain Farm and report back to the Martinborough Community Board. (Moved Cr Maynard/Seconded Cr McAulay) Carried	Open	26/02/24: Still in progress. 22/03/24: Due to a later request around the disposal of treated wastewater to Pain Farm, this will now be reported to the MCB in May 2024.
116	13 Mar 24	J Smith	STRATEGY WORKING COMMITTEE RESOLVED (SWC2024/14) to 1.To approve up to $21k plus GST of unbudgeted expenditure to fund traffic management plans for ANZAC Day events 2024. 2. To work collaboratively with RSAs from each Ward on ANZAC Day funding plans to support future events. [Items 1-2 read together] (Moved Cr Ellims/Seconded Cr Plimmer) Carried	Actioned	22/03/24: A quote has been received and a purchase order raised to fund Traffic Management. A request for continued funding will be included in the report for deliberations in due course - Action closed.