

## Working on Working Together Project Governance Group Meeting

### Purpose of the Group:

- To oversee the formulation of the Action Plan (January – June 2021)
- To oversee delivery and measure progress of the plan
- To provide regular reports to the Mayor, Councillors and Department of Internal Affairs
- To ensure key stakeholders are kept informed

Working on Working Together	
<b>Date / Time:</b>	Wednesday 2 February 2022 at 8.00 am
<b>Location:</b>	Council Chambers
<b>Zoom Details</b>	
<b>Requested Attendees</b>	Bruce Robertson, James Stratford, Nobby Clark, Jeff Grant, Lindsay McKenzie, Lesley Soper, Nigel Skelt, Graham Lewis, Clare Hadley
<b>Chair</b>	Nobby Clark
<b>Supported by</b>	Michael Morris, Jane Parfitt, Lisa Knight, Liz Williams

# AGENDA

Item	Topic	Lead	Time
1.	<b>APOLOGIES</b>		
2.	<b>NOTIFICATION OF URGENT OR GENERAL BUSINESS</b>		
3.	<b>HEALTH AND SAFETY</b>		
4.	<b>MINUTES FROM THE PREVIOUS MEETING</b>		
5.	<b>MATTERS ARISING AND ACTIONS</b>		
6.	<b>PROJECT UPDATE</b> ( <i>PAPER ATTACHED</i> )		

7. **QUESTION SUMMARY** *(PAPER ATTACHED)*

8. **GENERAL BUSINESS**

9. **NEXT MEETING**

Project Governance Group Meeting	
<b>Date / Time:</b>	Wednesday 1 December 2021 at 8am
<b>Location:</b>	Council Chambers
<b>Purpose of the Group</b>	<ul style="list-style-type: none"> <li>• To recommend to Council the final formulation of the remaining phases of the WoWT Action Plan</li> <li>• To oversee the delivery and measure progress of the Action Plan</li> <li>• To recommend to Council a transition plan which will ensure the Chair's role passes to an elected member and the membership of the Group has appropriate elected member representation, to be implemented no later than March 2022 for the balance of the term</li> <li>• To provide regular reports to the Mayor and Councillors</li> <li>• To ensure key stakeholders are kept informed</li> </ul>
<b>Attendees</b>	Cr Nobby Clark (Chair); Jeff Grant; Lindsay McKenzie, Bruce Robertson(Chair Risk and Assurance) (via Zoom), James Stratford (DIA) (via Zoom), Councillors Nigel Skelt; Lesley Soper; Graham Lewis; Mayor Tim Shadbolt (via Zoom); Clare Hadley,
<b>Support</b>	Jane Parfitt, Michael Morris, Liz Williams, Lisa Knight

## MINUTES

**1. APOLOGIES**

It was noted that the Mayor apologised for not being able to attend the meeting in person, but attended via zoom until leaving the meeting at 8.45am.

**2. NOTIFICATION OF URGENT OR GENERAL BUSINESS**

Nil.

**3. HEALTH AND SAFETY**

The chair wished to record the workplace bullying issues raised by the Mayor and what has been done to date. A letter will be written to the Mayor asking for a letter of retraction.

**4. MATTERS TO BE CONSIDERED IN PUBLIC EXCLUDED**

The Chair suggested that from today these meetings be held in public. The meeting agreed by consensus.

**5. MINUTES FROM THE PREVIOUS MEETING**

Previous minutes from the meeting of 3 November 2021 were agreed by consensus. Moved by Clare Hadley and seconded by Lindsay McKenzie.

**6. MATTERS ARISING AND ACTIONS**

Noted.

**7. PROJECT DIRECTOR’S REPORT**

- The meeting requested that specific timeframes be added where necessary to the table which captures progress on “Future Reporting Against Outcomes”
- Main topics for next year’s work plan are March review– (independent survey and Councillor feedback led by Chair of Risk and Assurance) and legacy report which will be prepared for Council with a view to presenting to to DIA for their feedback.
- Note that how to integrate summary and next steps of Chris Mene work to be presented to PGG February meeting
- PGG to continue to monitor implementation of Professional development programme and other working group outputs.
- Supporting the Mayor Group –Cl Abbot as the Chair of the original group to convene a meeting between group members and the Mayor to discuss arrangements with regard to this group
- Project risk – the risk of complacency has been added.
- Comms update – it was noted that there had been no interview given by Bruce Robertson, rather a sound bite from the Council meeting was aired
- A schedule of monthly meetings commencing in February 2022 was agreed. It was decided to consider whether to livestream these meetings in March.

**8. GENERAL OR URGENT BUSINESS**

Nil.

**9. NEXT MEETING**

2<sup>nd</sup> February 2022

**10. WRAP UP AND CONFIRMATION OF ACTIONS**

Action Items			
Item	Action	Who	When
<b>Meeting 1 December 2021</b>			
1	Cr Abbott to be asked to arrange a private meeting with the Mayor around the purpose of the Supporting the Mayor group and whether or not his worship does see benefit	Chair	
2	Consider how to incorporate Chris Mene work into the project	Jane and Michael	February 2022
3	Add timeframes as required to “Future Reporting against Outcomes Table	Michael	February 2022

Project Governance Group - Minutes from the Previous Meeting

4	Consider whether to livestream PGG meetings	PGG	March 2022
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There being no further business, the meeting ended at 9.00am.

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<b>To:</b>	<b>Project Governance Group</b>
<b>Date:</b>	2 <sup>nd</sup> February 2022
<b>Subject:</b>	<b>Project Update</b>
<b>Prepared by:</b>	Project Secretariat
<b>Authorised by:</b>	Clare Hadley (Chief Executive)

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## 1. Purpose

The purpose of this report is to provide the PGG with an update on the activities of the project since the last meeting on 1<sup>st</sup> December 2021.

## 2. Decision/Direction Sought

That the Project Governance Group (PGG):

- Confirm whether they wish to progress the Supporting the Mayor Group (ref s 3)
- Confirm whether they wish the following be incorporated into this project to ensure there is synergy between the Working on Working Together project and the work on the Council Charter (ref s 4):
  - Diary a Council workshop to review the Charter in November 2022 for the in-coming Council.
  - Diary dedicated sessions on the Charter in February/March and July/August 2022.
  - Ensure the induction programme currently under development includes bi-cultural competency learning and is explicit on culture building.
  - Ensure the current professional development programme includes Local Government Act and bicultural competency areas.
  - Monitor engagement and communications with each other (internally) and with community and stakeholders (externally) to ensure Council continues being proactive and responsive and is seen to encourage and value diversity of thought and public participation.
  - Incorporate learnings from the Charter work into our legacy report.
  - Monitor Council's work programme to ensure the focus on strategic priority issues is maintained.
- Provide feedback on the suggested approach to the 6 month review (ref s 5 and appendix A) in particular:
  - Removing all open ended questions from the quantitative survey (Appendix A)
  - What should be included in the list of contentious issues (Appendix A, question 44); in particular whether we should confine it to 3 or 4 "key" contentious issues or keep the issues broader (as it was last time). It has been suggested that the following could be added:
    - Museum
    - 3 Waters reform
  - Confining the quantitative survey to the Mayor and Councillors only
  - The suggested approach to the open ended survey.
- Support the revised timeframes in the "Future Reporting against Outcomes Table" (ref s 6).

### **3. Supporting the Mayor Group**

It was reported to the December meeting that both the Risk and Assurance Committee and Council endorsed the purpose of this group is “to provide the Mayor with ongoing support for wellbeing”. Direction was requested at the PGG December meeting on the membership of this group and whether any meetings need to be scheduled.

The meeting decided to request Cr Abbot, as the Chair of the original group, convene a meeting between group members and the Mayor to discuss arrangements with regard to this group.

A verbal update will be provided at the meeting.

### **4. Council Charter**

In parallel with the Working on Working Together project, an external facilitator is continuing to work with Council on developing and embedding the Council Charter which is one of the foundations of this project.

We have reviewed the Charter work and proposed next steps and suggest that this project incorporates the following to ensure that the work is complementary, nothing falls between the cracks, and the momentum continues into the next triennium.

- Diary a Council workshop to review the Charter in November 2022 with the in-coming Council.
- Diary dedicated sessions on the Charter in February/March and July/August 2022.
- Ensure the induction programme currently under development includes bi-cultural competency learning and is explicit on culture building.
- Ensure the current professional development programme includes Local Government Act and bicultural competency areas.
- Monitor engagement and communications with each other (internally) and with community and stakeholders (externally) to ensure Council continues being proactive and responsive and is seen to encourage and value diversity of thought and public participation.
- Incorporate learnings from the Charter Work into our legacy report.
- Monitor Council’s work programme to ensure the focus on strategic priority issues is maintained.

### **5. Six Month Review**

It was decided that there will be a dual approach to this review; a quantitative survey carried out by an external party, Impact Consulting, based on the original external survey they conducted last year and an open ended review led by the Independent Chair of the Risk and Assurance Committee.

#### **5.1 Quantitative Survey**

We have received a proposal from Impact Consulting which is within budget and they are able to carry out the survey during February/March which means we can have a report to the PGG in April. The report will include a comparison with the results of the last survey therefore we propose only minor changes to the questions.

The questions which were asked last time are attached as Appendix A. We propose removing the four open ended questions 3, 4, 49 and the request for final comments at the end as these questions can be covered by the open ended review led by the Chair of Risk and Assurance.

The list of contentious issues in question 44 also needs to be updated. There is a suggestion to add in the Museum and 3 Waters reform. The issue for determination is how extensive is the list or whether there is a view that we should confine it to 3 or 4 “key” contentious issues.

The last survey was extended to External Appointees, the Chief Executive and the Executive Leadership Team all of whom found some or all of the questions inappropriate for them to answer. Impact Consulting were able to provide a dataset from the responses given by the Mayor and Councillors.

We therefore suggest that this time the survey is confined to the Mayor and Councillors only noting that for consistency the open ended review (ref s 5.2 below) will include the Mayor, Councillors, and the Chief Executive.

## **5.2 Open Ended Review**

In September 2020, Bruce Robertson, Independent Chair of the Risk and Assurance Committee, provided Council with a paper summarising the Mayor, Councillor’s, and the Chief Executive’s initial self-assessment of the key issues affecting governance and management of Council.

Based on this feedback, Mr Robertson identified the following 4 key issues:



- There is an absence of effective leadership among elected members.
- There is a low level of trust and respect between members, verging on instances of alleged bullying and threatening behaviour.
- The standard protocols on meeting and decision making are neither well understood nor necessarily observed and in some cases abused.
- The governance/management split is not understood reflecting a polarised view of the role and performance of the management.

We suggest that this review is based around whether the Mayor, Councillors, and the Chief Executive feel that progress has been made on these issues, including whether the issues have been resolved, but they are also given the opportunity to raise anything else they see as relevant going forward.



6. Future Reporting against Outcomes (as at 31<sup>st</sup> January 2022)

*With 11 actions “not yet due” and only one orange “light” there are no immediate concerns.*

No.	Outcome	Key Result Area	Key Performance Indicator	Frequency and method of Measurement	Progress Indicator (Traffic lights)	Comments
1.	The elected Council is able to function as a governing body	a) The Council Charter is adopted	Charter behaviours are demonstrated	a. Quarterly self-assessment, led by Chairs’ Group – <b>suggest that this is replaced by proposed independent survey in March</b>  The next Residents Survey to include governance KPIs and survey results are positive	  Not yet due	<b>The six month review confirmed that this is on track.</b>  Next Residents survey scheduled for 1 <sup>st</sup> quarter 2022.
		b) The LTP is adopted by 30 June	Governance oversight ensures timely decisions are made and implementation risks and challenges are addressed on an ongoing basis.	Active engagement by Risk and Assurance Committee of quarterly reports		<b>LTP has been adopted therefore this can be closed</b>
		c) Effective Support is in place for decision making	Staff reports reflect good practice and meet statutory requirements so that Council can make timely, informed decisions.	Internal quality assurance check (quarterly report by Governance & Admin Team (G&A))	Not yet due	<b>Due end of 3rd quarter 2021/2022- a small delay from the original time frame. New templates are in place and being used.</b>
2.	The Mayor, Deputy Mayor, and Committee / Deputy Chairs are able to provide leadership to other Elected Members	The role of the Deputy Mayor is agreed.	Expectations are agreed by Council.	Six month feedback by all Councillors, against agreed expectations.	Not yet due	<b>The six month review confirmed that this is on track.</b>

Project Governance Group - PGG - Project Update Report

No.	Outcome	Key Result Area	Key Performance Indicator	Frequency and method of Measurement	Progress Indicator (Traffic lights)	Comments
	and the Council organisation					
		Key governance issues are identified and progressed	Notes from Chairs Group meetings demonstrate "raising the bar"  Council and committee discussions (captured in Minutes) demonstrate that Council addresses both high level strategic issues in a timely manner as well as routine business.	Each Chairs Group agenda concludes with a short assessment of how the meeting went/what it achieved  Internal quality assurance check (quarterly report by G&A)		The six month review confirmed that this is on track.  Due end of 3rd quarter 2021/2022 – as this is linked to the new report templates and training  A small delay to align with the introduction of the new templates.
3.	Elected Council Members have the understanding required to carry out their local governance role.	a) Support for Councillors Working Group ensures an appropriate 12 monthly professional development programme is in place.	80% of Councillors attend each workshop  Feedback is positive	Monthly  Post workshop surveys		To date attendance has been more than 80%  Feedback after the first course generally positive
4.	Elected Council members have the capability and knowledge to make decisions effectively.	a) The Strategic Projects Working Group ensures a clear decision-making framework is in place.	Decision-making framework is followed.	The next Residents Survey to include governance KPIs and survey results are positive.	Not yet due	Next Residents survey scheduled for 1 <sup>st</sup> quarter 2022 – Strategy and Policy

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No.	Outcome	Key Result Area	Key Performance Indicator	Frequency and method of Measurement	Progress Indicator (Traffic lights)	Comments
		b) Effective support is in place for decision-making	Staff reports reflect good practice and meet statutory requirements so that Council can make timely, informed decisions.	Internal quality assurance check (quarterly report by G&A)	Not yet due	Due end of 3rd quarter 2021/2022 A review can be commenced to align with the new templates for reports.
		c) Comprehensive induction programme is in place for all new elected members.	Feedback is positive.	Survey of Elected Members held triennially, or subsequent to any by-election.	Not yet due	Survey of elected members after next election or any by-election - G&A team.
5.	Elected council members are able to work effectively with the council Chief Executive and ELT.	There is mutual trust and confidence between elected Council members and management (especially the Chief Executive) to deliver successful community outcomes.	The Mayor, elected members and Chief Executive project a publicly united view on all strategic matters	Monthly assessment by the Deputy Mayor, Chief Executive and External Appointees		The six month review confirmed that this is on track.
6.	A lasting legacy for future councils will be provided	a) Comprehensive induction programme is in place for all new elected members	Feedback is positive	Survey held triennially or subsequent to any by-election.	Not yet due	Survey of elected members after next election or any by-election. Undertaken by the G&A team to ensure a quality induction programme is delivered. Review and redevelopment of the programme to begin January 2022.
		b) Professional development programme remains in place	80% attendance attend workshops on initial schedule	Monthly		Attendance to recent workshop was above 80%

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No.	Outcome	Key Result Area	Key Performance Indicator	Frequency and method of Measurement	Progress Indicator (Traffic lights)	Comments
		and evolves according to need.				
		c) Effective support is in place for decision making	Staff reports reflect good practice and meet statutory requirements so that Council can make timely, informed decisions	Internal quality assurance check (quarterly report by G&A)	Not yet due	Due end of 3 <sup>rd</sup> quarter 2021/2022
		d) ICC has a clear vision supported by agreed community outcomes for the city and its community	Reflected in all Council strategic documents	Annual audit of Council documents show linkage to clear Vision and Outcomes		2021 Audit excerpt: "...The linkages between the financial Strategy, asset management plans, infrastructure strategy and consultation document are evident, with clear and consistent messages flowing through all documents" Audit New Zealand (2021) Report to the Council on the audit of ICC's long-term plan consultation document 2021-2031.
		e) Council is in a financially sustainable position	Sustainability measures: <ul style="list-style-type: none"> <li>Balanced budget benchmark (Operating revenue exceeds operating expenditure) current and future years plan</li> <li>Essential Services benchmark (Capital expenditure on the five network infrastructure services exceeds</li> </ul>	Annually – Annual Report		Achieved for 2020/21 at 104.4% (Operating Revenue \$113,896,000; Operating Expenses \$109,140,000)  Not Achieved for 2020/21 at 66.6% (Capital Expenditure \$14,547,000 Depreciation \$21,851,000) Achieved 2.4%

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No.	Outcome	Key Result Area	Key Performance Indicator	Frequency and method of Measurement	Progress Indicator (Traffic lights)	Comments
			<p>depreciation on those 5 services)</p> <ul style="list-style-type: none"> <li>Debt servicing benchmark (Interest expense is less than 10% of operating revenue)</li> </ul> <p><i>Predictability measures:</i></p> <ul style="list-style-type: none"> <li>Debt Control benchmark (Net debt is less than or equal to forecast debt in the LTP)</li> <li>Operations control benchmark (Net cash flow from operations equals or exceeds budget)</li> </ul>			<p>The lower than depreciation capital expenditure was largely due to some capital project scheduled to be completed during the year have been started by not completed.</p> <p>Not achieved 183.1%.</p> <p>Actual net debt \$56,733,000. Budgeted net debt \$30,992,000</p> <p>Target was not met due to higher than planned trade and other payables balance which included subsidy revenue received in advance but not spent for shovel ready and 3 waters stimulus projects and the purchase of shares in ICHL to fund the city centre investment.</p> <p>Achieved 125%</p> <p>Actual net cash from operations \$32,971,000 Budgeted net cash from operations \$26,414,000</p>

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7.	A reputation is established as a high performing council.	<p>a) There is trust and confidence in the Council's ability to make effective decisions in the best interest of the community</p> <p>Positive media coverage</p>	<p>Key local stakeholders are positive with regard to Council's performance.</p> <p>Media monitor assesses negative/neutral/positive stories</p>	<p>The next Residents Survey to include governance KPIs and survey results are positive</p> <p>Annual interviews conducted with local key stakeholders</p> <p>Monthly</p>	<p>Not yet due</p>	<p>Next Residents survey scheduled for 1<sup>st</sup> quarter 2022.</p> <p>Was included in six month review</p> <p>Improving</p>
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Key	
Declining	High risk or major issues to progress – requires action
Stable	Progress but requires “watched”
Improving	On track

**7. PGG 2021/2022 Draft Work Plan**

PGG Meeting	Strategic Matter	Comment/Status/Notes
February	Discuss approach to March review	Include form of questions to be included in Independent Survey and information to be gathered by the Chair of Risk and Assurance. Agree timing.
March	Discuss approach to handover/legacy report	Include framework and contents
April	Discuss outcome of March review	Provide views to inform Council report
May	Finalise handover/legacy report	Prepare report for Council including a suggested covering letter to DIA

**8. Budget Update**

	Budget 2021-2022	Actual Spend to 31 December 2021
External Appointees		
Fees	120,000	42,225
Disbursements	30,000	6,540
	<hr/>	<hr/>
	150,000	48,765
Councillors Professional Development	30,000	-
Support for Mayor	10,000	-
Project Governance, support and other workstreams	209,000	122,507
<b>Total</b>	<hr/>	<hr/>
	399,000	171,272

**Notes:**

- The External Appointees costs have 1-2 months missing and we expect to receive these invoices shortly
- As previously indicated it is still expected that the full budget will not be required for the year

**9. Project Risk**

The risk register has not changed since December. There are no high or medium high risks remaining, and there are now three closed risks.

Project Governance Group - PGG - Project Update Report

Project Directorate – Risk Register								
	Event	Consequences	Impact	Likelihood	Mitigations	Person Responsible	Post – Mitigation Likelihood	Update at 31 January 2022
1.	Unable to find suitable external appointees	<i>Governance improvements take longer and Councillors revert to the status quo</i>	H	L/M	<i>Very high priority being given to sourcing suitable appointees.</i>	PD/CEO	L	CLOSED
2.	Specialist resources are unavailable within project timelines	Inability to deliver within planned timeframes	M	M	Ensure that the need for any external specialist resource is identified early to ensure they can be engaged when required.	PD	L	CLOSED
3.	The work groups don't deliver within the required timelines	Inability to deliver an ambitious approach within planned timeframes	M	M	Recalibrated Phase 2 delivery dates – more than 80% now completed or on track.  Phase 3 to be reassessed after 6 month review complete.	Secretariat	L	CLOSED
4	Political concerns are raised about scope, process and/or the advice received	Political pressures both within and external to Council can potentially affect timing and achievement of outcomes	M	M	Active management by CEO and Independent Governance advisor.  Keep DIA well informed	Independent Governance Advisor	L	Likelihood decreased.  Positive outcome from Thomson report.
5	Communications are not effective and misunderstandings arise, particularly in the community, with staff and with Central Government	Poor communications to all stakeholders will impact assurance and engagement with the process	H	H	1. Actively develop and manage frequent high level updates from the CE  2. Comms Framework developed (complete)  3. Bring on additional comms support resource	Strategic Comms Manager	L	Likelihood decreased.  Strategic Communications Manager now in place



Project Governance Group - PGG - Project Update Report

Project Directorate – Risk Register								
	Event	Consequences	Impact	Likelihood	Mitigations	Person Responsible	Post – Mitigation Likelihood	Update at 31 January 2022
					(complete)			
6	Lack of willingness by Council to take action based on advice from this project	The status quo becomes a default and the project objectives are not achieved	M	M/H	Communicate freely in a style that is acceptable to Council. Make notes from all work streams available to all EMs.	CE/ External Appointees	L	Likelihood decreased. Thomson report reinforced that Councillors are now working well together.
7	Budget is not adequate and Council are unwilling to commit more	Work is unable to proceed to schedule and/or some work streams drop off	H	L	Recast prior to 21/22 year (complete). Keep Governance group informed and owning the budget. High end of most likely is starting point	Secretariat	L	No Change. Budget on track.
8	Council staff do not have capacity or capability to support the project	Deadlines which impact the implementation of change not met	H	H	Ensure budget is available for external resources, and internal capability is built before contractors transition out	CEO	L/M	Likelihood decreased Governance and Legal Manager has commenced in role.
9	The potential to lose focus on the foundations to The governance framework	The focus shifts to the detail of the tasks we've set ourselves rather than achieving the necessary change outlined in the Thomson Report	H	M	Regularly reflect back to the Thomson Report and how we're progressing the response to the key issues raised	PGG/ External Appointees	M	The 4 foundations are in place. Strategies to support embedding the values are being implemented Thomson Six Month Review completed, need to ensure momentum continues
10	The work group outputs are not accepted by	Council's reputation suffers and the changes recommended in the	M	H	Work towards consensus decisions even if deadlines are not met	External Appointees	L/M	Likelihood decreased.

Project Governance Group - PGG - Project Update Report

Project Directorate – Risk Register								
	Event	Consequences	Impact	Likelihood	Mitigations	Person Responsible	Post – Mitigation Likelihood	Update at 31 January 2022
	members of Council.	Governance Review are not implemented in accordance with the Council resolutions.						
11	Complacency during the transition period	Momentum is lost and Councillors revert to previous behaviours	H	M	EAs will actively support, mentor and ensure process is followed. PGG discipline continues.	External Appointees, PGG Chair	L/M	

Post Mitigation Assessment	Dec 2020	Feb 2021	March 2021	March/ April2021	May 2021	June 2021	July 2021	Aug 2021	Sept 2021	Oct 2021	November 2021	January 2022
High	1	1	2	2	3	3	2	2				
Med/high	1	1	2	3	2	1	1	1				
Med	1	2	2	2	2	1	2	3	3	3	1	1
Low/med		2	2	1	1	2	2	1			3	3
Low	5	1	1	1	1	3	3	2	5	5	4	4
Closed		1	1	1	1			1	2	2	3	3

## **10. Communications Update**

Media coverage about Council during December and January was dominated by the Councillor's decision to introduce vaccination passes.

In December, several stories were also published regarding the Mayor's personal items stored in Council facilities, particularly the Awarua farmhouse. This was the result of a LGOIMA request from a local democracy reporter. Similarly, a story regarding the Mayor's phone and technology was the result of a LGOIMA request. The Mayor directed queries on this story to his partner.

The Communications Strategy is currently in draft and being prepared for presentation to the Councillors, from which feedback will inform media training workshops to be undertaken with elected members.

## **11. Next Meeting – 2<sup>nd</sup> March 2022**

## **12. List of Appendices**

- Appendix A – Survey Questions

## SECTION 1 - Overview questions (progress in the last 6 months)

A key objective of a high performing council is to provide “strong and unified governance and leadership” (with decisions arrived at by respectful debate, drawing on the diverse views held by elected members).

1. **What progress do you believe ICC have made in the past 6-months towards having strong unified governance and leadership?**

None    Superficial Changes    A small amount of progress    Noticeable Progress    Significant Progress

A key expectation of being a councillor is to adhere to Section 5 of the Code of Conduct.

2. **What progress do you believe ICC councillors have made in the past 6-months towards having respectful working relationships, which uphold the code of conduct and maintain public confidence in council?**

None    Superficial Changes    A small amount of progress    Noticeable Progress    Significant Progress

3. **What issues (if any) currently give you concern regarding Invercargill City Council?**
4. **Do you feel these issues are being adequately monitored or addressed? If not, what do you believe would be helpful?**

## Multi-choice Sections

The remainder of survey multi-choice and is broken into twelve sections. Each section has approximately x4-5 simple statements which you will be asked to rate your level of agreement with.

Strongly Agree    Agree    Neutral    Disagree    Strongly Disagree

You will have opportunity to provide additional comments at the end of the survey.

## SECTION 2 - Governance Structures & Confidence...

5. The current governance structure (committee structure and relationship to Council) is working well.
6. I have had opportunity to provide input on the current governance structure.
7. I have confidence that the Mayor is on top of key Council issues.
8. I have confidence in the current governance structure.
9. I have confidence in the leadership of council committees.
10. Councillors generally act in a way that maintains public confidence.

## SECTION 3 – ICC Relationships

11. Councillors have a good working relationship with each other.

12. Councillors have a good working relationship with the Mayor.
13. Councillors have a good working relationship with the CEO and senior management.
14. There a strong working relationship between the Mayor and the CEO.
15. The relationship between the Mayor and CEO has improved over the last 6-months.
16. The Mayor has a good working relationship with the Deputy Mayor.
17. The Mayor has a good working relationship with the committee chairs.

#### **SECTION 4 – Teamwork**

18. Councillors are committed to positive outcomes for Invercargill City and the community they serve, rather than personal agendas.
19. I am committed to positive outcomes for Invercargill city and the community I serve, over and above any personal views I may hold.
20. ICC councillors share a sense of ‘collective responsibility’ for community outcomes.

#### **SECTION 5 – Respect**

21. There is mutual respect between councillors.
22. There is mutual respect between councillors who vote differently on key issues.
23. I have respect for all current councillors and value their views, even if different from my own.
24. I feel respected by councillors / other councillors.

#### **SECTION 6 – Decision Making**

25. Issues are debated based on available information, facts and merit.
26. Staff reports and material presented to Council, provide sufficient information to support decision making.
27. Staff reports to Council provide appropriate details on options and reflect balanced views, rather than a single viewpoint.

#### **SECTION 7 – Debate**

28. Councillors are able to debate issues without making it personal.
29. Past voting decisions and conflicts are not drawn into later debates on separate topics.

- 30. Councillors avoid offensive or abusive conduct.
- 31. Council meetings are a space I feel I can be open and honest.
- 32. I feel safe to express my views (and/or those of my constituents) without personal attack or dismissive comments in response.
- 33. Even if they don't agree with me, I feel heard by councillors / other councillors.
- 34. Major differences or voting splits that occur between groups of elected members are well managed.

### **SECTION 8 – Consensus**

- 35. There is general consensus from councillors around key strategic decisions.
- 36. I am willing to accept and support collective decisions, even when they don't go my way or align with my personal views on an issue.
- 37. I feel able to participate in ongoing decision making for topics, issues or decisions for which I have previously voted against.

### **SECTION 9 – Meetings**

- 38. ICC meetings and committee meetings are effective and well run.
- 39. I am confident in my understanding of the rules around conflict of interest.
- 40. I am confident in my understanding of the rules of meeting procedure and standing orders.
- 41. Proper meeting procedure is observed by ICC councillors (ie. unnecessary notices of motion, points of order etc. are avoided)

### **SECTION 10 – Complaints**

- 42. I have a good understanding of what the appropriate channels and processes are for complaints about other councillors, the mayor, CEO or council staff.
- 43. Councillors are making positive progress on resolving issues which have divided council in the past (or have defined an agreed decision-making process for these topics).
- 44. Contentious Issues  
How are council progressing on coming to agreement on the following issues?
  - Central City Redevelopment
  - The Water Tower
  - Esk Street
  - Rugby Park
  - Anderson House

The Museum

### **SECTION 11 – Media**

- 45. I am committed to expressing my views to councillors around the table, prior to expressing them to the media.
- 46. I am committed to hearing councillor’s views on an issue, prior to expressing my own to the media.
- 47. I maintain respect for others in what I say to the media, even if I don’t agree with their position on an issue.
- 48. I am committed to maintaining the credibility of council and the associated decision-making processes, by refraining from using the media as a tool to advance my own viewpoint.

### **SECTION 12 – Vision and Direction**

- 49. In 1-2 sentences how would you define Invercargill City Council's current vision for the city?
- 50. There is general agreement around Council debt levels, risk appetite, and rating policies.
- 51. The Council and the CEO have a formal agreement as to key performance targets.
- 52. I feel I have had input into performance targets.
- 53. Performance targets are aligned with the critical issues for Council, as well as strategic documents, such as the Long Term Plan vision, strategy and agreed goals.

### **SECTION 13 – Training**

- 54. The induction training for becoming a councillor is effective and sufficient.
- 55. The professional development courses offered in the past 6-months have been relevant and helpful.
- 56. I have changed my approach or have been able to improve my performance as a result of professional development undertaken over the past 6 months.
- 57. The amount of professional development currently on offer is sufficient.
- 58. The training and professional development offered over the past 6-months has made a positive difference to the culture and effectiveness of council.

### **FINAL COMMENTS... Open ended**