



**I, Kitea Tipuna, Tumu Whakarae Taupua Interim Chief Executive Officer, hereby  
give notice that  
Finance, Audit & Risk Committee Meeting will be held on:**

**Date:** Tuesday, 10 November 2020  
**Time:** 1.30pm  
**Location:** Council Chamber, Wairoa District Council,  
Coronation Square, Wairoa

# **AGENDA**

## **Finance, Audit & Risk Committee Meeting**

**10 November 2020**

The agenda and associated papers are also available on our website: [www.wairoadc.govt.nz](http://www.wairoadc.govt.nz)

For further information please contact us 06 838 7309 or by email [info@wairoadc.govt.nz](mailto:info@wairoadc.govt.nz)



**Order Of Business**

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8.3	Health & Safety Update.....	40



- 1 KARAKIA**
- 2 APOLOGIES FOR ABSENCE**
- 3 DECLARATIONS OF CONFLICT OF INTEREST**
- 4 CHAIRPERSON'S ANNOUNCEMENTS**
- 5 LATE ITEMS OF URGENT BUSINESS**
- 6 PUBLIC PARTICIPATION**

A maximum of 30 minutes has been set aside for members of the public to speak on any item on the agenda. Up to 5 minutes per person is allowed. As per Standing Order 15.1 requests to speak must be made to the Chief Executive Officer at least one clear day before the meeting; however this requirement may be waived by the Chairperson. Requests should also outline the matters that will be addressed by the speaker(s).

**7 MINUTES OF THE PREVIOUS MEETING**

Ordinary Meeting - 29 September 2020

Extraordinary Meeting - 20 October 2020

**MINUTES OF WAIROA DISTRICT COUNCIL  
FINANCE, AUDIT & RISK COMMITTEE MEETING  
HELD AT THE COUNCIL CHAMBER, WAIROA DISTRICT COUNCIL, CORONATION SQUARE, WAIROA  
ON TUESDAY, 29 SEPTEMBER 2020 AT 1.30PM**

**PRESENT:** His Worship the Mayor Craig Little, Cr Jeremy Harker, Cr Denise Eaglesome-Karekare, Mr Philip Jones

**IN ATTENDANCE:** Steven May (Tumu Whakarae Chief Executive Officer), Kitea Tipuna (Pouwhakarae – Hapori/Whakatūtaki Group Manager Community and Engagement), Kimberley Tuapawa (Pouwhakarae – Pārongo/Wheako Kiritaki Group Manager Information and Customer Experience), Simon Mutohori (Kaiwhakahaere Ratonga Kiritake-Waeture/Customer Service Manager – Regulatory), Luke Knight (Kaiwhakahaere Rawa Property Manager), Courtney Hayward (Kaiurungi Kaupapa Here/Policy Officer), Kevin Stevenson (Kaiurungi Kore Whakawhara/Zero Harm Officer), Russell Rogers (Kaiwhakahaere Putea/Finance Manager), Lauren Jones (Kaikaute Putea/Financial Accountant), Gay Waikawa (Kaiurungi Mana Arahi/Governance Officer)

**1 KARAKIA**

Karakia was given by Kitea Tipuna.

**2 APOLOGY FOR ABSENCE**

**APOLOGY**

**COMMITTEE RESOLUTION 2020/122**

Moved: Cr Jeremy Harker

Seconded: Cr Denise Eaglesome-Karekare

That the apology received from Cr Danika Goldsack be accepted and leave of absence granted.

**CARRIED**

**3 DECLARATION OF CONFLICT OF INTEREST**

None.

**4 CHAIRPERSON'S ANNOUNCEMENTS**

None.

**5 LATE ITEM OF URGENT BUSINESS**

**LATE ITEM – FINANCIAL PERFORMANCE TO 31 AUGUST 2020**

**COMMITTEE RESOLUTION 2020/123**

Moved: Cr Jeremy Harker

Seconded: Mr Philip Jones

That in accordance with Section 46A (7) of the Local Government Official Information and Meetings Act 1987 the item **Financial Performance to 31 August 2020** be considered given the item had not come to hand at the time of Agenda compilation and consideration of this matter is required now in order to respond within the timeframe allowed.

**CARRIED**

**6 PUBLIC PARTICIPATION**

None.

**7 MINUTES OF THE PREVIOUS MEETING****COMMITTEE RESOLUTION 2020/124**

Moved: His Worship the Mayor Craig Little

Seconded: Cr Denise Eaglesome-Karekare

That the minutes of the Ordinary Meeting held on 18 August 2020 be confirmed.

**CARRIED**

**8 GENERAL ITEMS****8.1 WASTE LEVY COMPLIANCE AUDIT REPORT****COMMITTEE RESOLUTION 2020/125**

Moved: Cr Jeremy Harker

Seconded: Mr Philip Jones

That the Committee receive the report.

**CARRIED**

The Property Manager provided information on Council's management of the Waste Levy scheme funds.

The Committee discussed:

- No actions required – normal practice to do a waste audit.

**8.2 UPDATE ON PREPARATION, AND PRESENTATION OF THE DRAFT ANNUAL REPORT FOR THE YEAR ENDING 30 JUNE 2020.****COMMITTEE RESOLUTION 2020/126**

Moved: Cr Jeremy Harker

Seconded: His Worship the Mayor Craig Little

That the Committee receive the report.

**CARRIED**

The draft Annual report for the year ended 30 June 2020 was presented and also provided information for the Committee on progress against the annual report timetable 2019-20.

The Committee discussed:

- Acknowledgement for work well done to staff of the Finance Department.
- Project progress is now tracking at 93%.
- Capex and Opex classification – more information required.
- Breakdown of bands.
- Elected members remuneration – for public information elected members remuneration is set by Remuneration Authority.
- Remuneration bands – If the number of employees for any band was 5 or less then Council are legally required to combine it with the next highest band.

**8.3 HEALTH & SAFETY****COMMITTEE RESOLUTION 2020/127**

Moved: Cr Denise Eaglesome-Karekare

Seconded: Cr Jeremy Harker

That the Committee receive the report.

**CARRIED**

The Zero Harm Officer presented his report and reported on Current Situations being Hazard Identification/Register/Accident or Near Miss Reports and Staff Training, Health and Safety Committee and Safety Audits Summary.

**1.1 LATE ITEM - FINANCIAL PERFORMANCE TO 31 AUGUST 2020****COMMITTEE RESOLUTION 2020/128**

Moved: Cr Jeremy Harker

Seconded: His Worship the Mayor Craig Little

That the Committee receive the report.



**CARRIED**

The Finance Manager and Financial Accountant reported on Council's operating financial performance for the 2 months to 31 August 2020.

## DISCUSSION – FAR WORK PLAN – 29 SEPTEMBER 2020

ACTION TO BE TAKEN	RESPONSIBLE	CLOSED/OPEN
Adopt FAR Work Plan/ToR as per 26 Feb 2019 Committee minutes	Steven May	Ongoing
- Standing agenda item for Work Plan		
Establish an outstanding report to management register with a regular update.		Ongoing
Full draft Annual report NLT 29 Sept 2020 to be reviewed by FAR before submitting to Auditors		Open
Interim report on risk against Council risk policy – update on progress	Steven May	Ongoing
Provide an update where Council is at with all policies and bylaws.	Kimberly Tuapawa	Open
Capitalisation policy		
Gap analysis of renewals programme		
Depreciation of gap and level of service – renewals programme – Report on where Council is at.	Gary Borg	
Provide update on lone worker – health & safety	Kevin Stevenson	
Provide update – Forecast procedure – half yearly and March of every year.	Finance	
<u>The Committee discussed:</u> <ul style="list-style-type: none"> <li>• Update on Risk management system – ECO Portal.</li> <li>• Extraordinary FAAR Committee before 20<sup>th</sup> October Council meeting to present draft Annual report.</li> <li>• Workshop December on status where Council is at with all policies and bylaws.</li> <li>• Draft capitalisation policy has been drafted – present a report to next FAAR Committee.</li> <li>• Update report at next FAAR Committee – significance of gap. Critical for Long Term Plan.</li> <li>• Provide update on lone worker.</li> <li>• Progress on Forecast – half yearly and March of every year.</li> </ul>		

**9. PUBLIC EXCLUDED ITEM****RESOLUTION TO EXCLUDE THE PUBLIC****COMMITTEE RESOLUTION 2020/129**

Moved: Cr Jeremy Harker

Seconded: Cr Denise Eaglesome-Karekare

That the public be excluded from the following parts of the proceedings of this meeting at 2.22pm.

The general subject matter of each matter to be considered while the public is excluded, the reason for passing this resolution in relation to each matter, and the specific grounds under section 48 of the Local Government Official Information and Meetings Act 1987 for the passing of this resolution are as follows:

General subject of each matter to be considered	Reason for passing this resolution in relation to each matter	Ground(s) under section 48 for the passing of this resolution
<b>9.1 – Methane Gas</b>	s7(2)(h) – enable any local authority holding the information to carry out, without prejudice or disadvantage, commercial activities.	s48(1)(a)(i) - the public conduct of the relevant part of the proceedings of the meeting would be likely to result in the disclosure of information for which good reason for withholding would exist under section 6 or section 7

**CARRIED**

**COMMITTEE RESOLUTION 2020/131**

Moved: Cr Jeremy Harker

Seconded: Cr Denise Eaglesome-Karekare

That the FAaR Committee moves of Closed Committee into Open Committee at 2.27pm.

**CARRIED**

The Meeting closed at 2.28pm with a karakia by Kitea Tipuna.

The minutes of this meeting were confirmed at the Finance, Audit & Risk Committee Meeting held on 10 November 2020.

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CHAIRPERSON

**MINUTES OF WAIROA DISTRICT COUNCIL  
EXTRAORDINARY FINANCE, AUDIT & RISK COMMITTEE MEETING  
HELD AT THE COUNCIL CHAMBER, WAIROA DISTRICT COUNCIL, CORONATION SQUARE, WAIROA  
ON TUESDAY, 20 OCTOBER 2020 AT 11.30AM**

**PRESENT:** Cr Jeremy Harker, Cr Denise Eaglesome-Karekare, Mr Philip Jones, Cr Danika Goldsack

**IN ATTENDANCE:** **Kitea Tipuna** (Pouwhakarae – Hapori/Whakatūtaki Group Manager Community and Engagement), **Kimberley Tuapawa** (Pouwhakarae – Pārongo/Wheako Kiritaki Group Manager Information and Customer Experience), **Simon Mutohori** (Kaiwhakahaere Ratonga Kiritake-Waeture/Customer Service Manager – Regulatory), **Gary Borg** (Pouwhakarae – Pūtea/Tautāwhi Rangapū Group Manager Finance and Corporate Support), **Stuart Mutch**, Wairoa District Council's Auditor, **Stephen Heath** (Pouwhakarae – Hua Pūmau Hapori/Ratonga Group Manager Community Assets and Services), **Lauren Jones** (Kaikaute Putea/Financial Accountant), **Mike Hardie** (Kaiwhakahaere Hua Pūmau Huarahi Transport Asset Manager), **Courtney Hayward** (Kaiurungi Matua Kaupapa Here me te Mana Arahi/Senior Policy and Governance Advisor), **Gay Waikawa** (Kaiurungi Mana Arahi/Governance Officer), **Tyler Trafford-Misson** (Kaiurungi Mana Arahi/Whakawhanake Ōhanga Governance and Economic Development Officer)

**1 KARAKIA**

Karakia was given earlier by Cr Chaans Tumataroa-Clarke.

**2 APOLOGIES FOR ABSENCE**

**APOLOGY**

**COMMITTEE RESOLUTION 2020/131**

Moved: Cr Denise Eaglesome-Karekare

Seconded: Cr Jeremy Harker

That the apology received from His Worship the Mayor Craig Little be accepted and leave of absence granted.

**CARRIED**

**3 DECLARATIONS OF CONFLICT OF INTEREST**

None.

**4 PUBLIC PARTICIPATION**

None.

The Committee went into Public Excluded at 11.32am and discussed the Public Excluded Item 6.1 – Auditor’s Close Report 2020.

## 5 GENERAL ITEMS

### 5.1 ANNUAL REPORT FOR THE YEAR ENDED 30 JUNE 2020

#### COMMITTEE RESOLUTION 2020/132

Moved: Cr Jeremy Harker

Seconded: Cr Denise Eaglesome-Karekare

That the Committee endorses and recommends to Council to adopt the Annual Report for the Year Ended 30 June 2020, attached as **Appendix 1**, subject to minor editorial and formatting updates.

**CARRIED**

The Pouwhakarea-Putea/Tautawhi Rangapu Group Manager Finance and Corporate Support presented his report and reported the Annual Report 2019-20 provides information on Council’s financial and non-financial performance against budgets and targets determined in year 3 of the Long-term Plan 2018-28 and the Annual Plan 2019-20.

The Chairperson thanked the Pouwhakarae – Pūtea/Tautāwhi Rangapū Group Manager Finance and Corporate Support and Kaikaute Putea/Financial Accountant.

## 6 PUBLIC EXCLUDED ITEMS

### RESOLUTION TO EXCLUDE THE PUBLIC

#### COMMITTEE RESOLUTION 2020/133

Moved: Cr Jeremy Harker

Seconded: Cr Denise Eaglesome-Karekare

That the public be excluded from the following parts of the proceedings of this meeting at 11.32am.

The general subject matter of each matter to be considered while the public is excluded, the reason for passing this resolution in relation to each matter, and the specific grounds under section 48 of the Local Government Official Information and Meetings Act 1987 for the passing of this resolution are as follows:

General subject of each matter to be considered	Reason for passing this resolution in relation to each matter	Ground(s) under section 48 for the passing of this resolution
<b>6.1 - Auditor's Close Report 2020</b>	s7(2)(c)(ii) - the withholding of the information is necessary to protect information which is subject to an obligation of confidence or which any	s48(1)(a)(i) - the public conduct of the relevant part of the proceedings of the meeting would be likely to result in the disclosure of

	person has been or could be compelled to provide under the authority of any enactment, where the making available of the information would be likely otherwise to damage the public interest	information for which good reason for withholding would exist under section 6 or section 7
<b>CARRIED</b>		

**COMMITTEE RESOLUTION 2020/134**

Moved: Cr Jeremy Harker

Seconded: Mr Philip Jones

That Council moves out of Closed Council into Open Council at 12.03pm.

**CARRIED**

**The Meeting closed at 12.19.**

**The minutes of this meeting were confirmed at the Extraordinary Finance, Audit & Risk Committee Meeting held on 10 November 2020.**

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**CHAIRPERSON**

## 8 GENERAL ITEMS

### 8.1 FINANCIAL PERFORMANCE TO 30 SEPTEMBER 2020

**Author:** Gary Borg, Pouwhakarae – Pūtea / Tautāwhi Rangapū Group Manager Finance and Corporate Support

**Authoriser:** Kitea Tipuna, Tumu Whakarae Taupua Interim Chief Executive Officer

**Appendices:** 1. September Financial Performance [↓](#)

#### 1. PURPOSE

- 1.1 This summary report provides information on Council's operating financial performance for the 3 months to 30 September 2020. No decisions are required by Committee at this stage.
- 1.2 This is an information report-only report because it provides an update on Council's progress against objectives established and decisions previously made in the Annual Plan 2019-20 and Long-term Plan 2018-28.
- 1.3 The full Quarter 1 Performance report will be presented to Council at its meeting on 1 December 2020.

#### RECOMMENDATION

The Pouwhakarae – Pūtea / Tautāwhi Rangapū Group Manager Finance and Corporate Support RECOMMENDS that Committee receive the report.



#### 2. BACKGROUND

- 2.1 Council's minimum statutory obligations regarding reporting, public accountability and financial management are contained in Part 6 of the Local Government Act 2002. Monitoring financial performance on Council's behalf is included in the Committee's Terms of Reference.
- 2.2 Beyond this, regular performance reporting is good practice, keeping Council and the community informed of its financial performance and position.
- 2.3 In addition, reporting during the year provides an indication of full year outcomes and informs the decision-making process for each subsequent Annual Plan and Long-term Plan.
- 2.4 The financial performance report, attached as **Appendix 1**, sets out the financial results against estimated phased budgets for each Group of Activities and the whole of council.

#### References (to or from other Committees)

Financial Performance reports are provided every month

Signatories

 	
Author Gary Borg	Approved by Kitea Tipuna



# MONTHLY REPORT

TO 30 SEPTEMBER 2020



**TE WAIROA**  
**WAIROA DISTRICT**

## FUNDING IMPACT STATEMENT - WATER SUPPLY

For the period ended 30 September 2020

	Actual 30 June 2020 \$000	AP 30 Sept 2020 \$000	Actual 30 Sept 2020 \$000
<b>Sources of operating funding</b>			
General rates, uniform annual general charges, rates penalties	-	-	-
Targeted rates (other than a targeted rate for water supply)	1,289	238	238
Subsidies and grants for operating purposes	-	-	-
Fees and charges	307	78	32
Internal charges and overheads recovered	535	109	77
Internal interest income	-	31	-
Interest and dividends from investments	-	-	-
Local authorities fuel tax, fines, infringement fees, and other receipts	-	-	-
<b>Total operating funding (A)</b>	<b>2,131</b>	<b>456</b>	<b>347</b>
<b>applications of operating funding</b>			
Payments to staff and suppliers	1,315	196	306
Finance costs	-	-	-
Internal charges and overheads applied	892	209	174
Internal interest charged	99	21	11
Other operating funding applications	-	-	-
<b>Total applications of operating funding (B)</b>	<b>2,306</b>	<b>426</b>	<b>491</b>
<b>Surplus (deficit) of operating funding (A - B)</b>	<b>(175)</b>	<b>30</b>	<b>(144)</b>
<b>Sources of capital funding</b>			
Subsidies and grants for capital expenditure	-	-	-
Development and financial contributions	-	-	-
Increase (decrease) in debt	169	123	144
Gross proceeds from sale of assets	17	-	-
Lump sum contributions	-	-	-
Other dedicated capital funding	-	-	-
<b>Total sources of capital funding (C)</b>	<b>186</b>	<b>123</b>	<b>144</b>
<b>Application of capital funding</b>			
Capital expenditure			
- to meet additional demand	-	-	-
- to improve the level of service	50	13	3
- to replace existing assets	239	281	97
Increase (decrease) in reserves	(278)	(141)	(100)
Increase (decrease) of investments	-	-	-
<b>Total applications of capital funding (D)</b>	<b>11</b>	<b>153</b>	<b>-</b>
<b>Surplus (deficit) of capital funding (C-D)</b>	<b>175</b>	<b>(30)</b>	<b>144</b>
<b>Funding balance ((A-B) + (C-D))</b>	<b>-</b>	<b>-</b>	<b>-</b>
Expenses for this activity grouping include the following depreciation/amortisation charge	(592)	(143)	(163)

## FUNDING IMPACT STATEMENT - STORMWATER

For the period ended 30 September 2020

	Actual 30 June 2020 \$000	AP 30 Sept 2020 \$000	Actual 30 Sept 2020 \$000
<b>Sources of operating funding</b>			
General rates, uniform annual general charges, rates penalties	-	-	-
Targeted rates (other than a targeted rate for water supply)	415	77	77
Subsidies and grants for operating purposes	-	-	-
Fees and charges	2	-	-
Internal charges and overheads recovered	-	-	-
Internal interest income	-	23	-
Interest and dividends from investments	-	-	-
Local authorities fuel tax, fines, infringement fees, and other receipts	-	-	-
<b>Total operating funding (A)</b>	<b>417</b>	<b>100</b>	<b>77</b>
<b>applications of operating funding</b>			
Payments to staff and suppliers	105	29	36
Finance costs	-	-	-
Internal charges and overheads applied	86	39	9
Internal interest charged	141	26	38
Other operating funding applications	-	-	-
<b>Total applications of operating funding (B)</b>	<b>332</b>	<b>94</b>	<b>83</b>
<b>Surplus (deficit) of operating funding (A - B)</b>	<b>85</b>	<b>6</b>	<b>(6)</b>
<b>Sources of capital funding</b>			
Subsidies and grants for capital expenditure	-	-	-
Development and financial contributions	-	-	-
Increase (decrease) in debt	(4)	19	6
Gross proceeds from sale of assets	-	-	-
Lump sum contributions	-	-	-
Other dedicated capital funding	-	-	-
<b>Total sources of capital funding (C)</b>	<b>(4)</b>	<b>19</b>	<b>6</b>
<b>Application of capital funding</b>			
Capital expenditure			
- to meet additional demand	-	-	-
- to improve the level of service	81	-	5
- to replace existing assets	58	25	(0)
Increase (decrease) in reserves	(58)	-	(5)
Increase (decrease) of investments	-	-	-
<b>Total applications of capital funding (D)</b>	<b>81</b>	<b>25</b>	<b>(0)</b>
<b>Surplus (deficit) of capital funding (C-D)</b>	<b>(85)</b>	<b>(6)</b>	<b>6</b>
<b>Funding balance ((A-B) + (C-D))</b>	<b>-</b>	<b>-</b>	<b>-</b>
Expenses for this activity grouping include the following depreciation/amortisation charge	(222)	(48)	(63)

## FUNDING IMPACT STATEMENT - WASTEWATER

For the period ended 30 September 2020

	Actual 30 June 2020 \$000	AP 30 Sept 2020 \$000	Actual 30 Sept 2020 \$000
<b>Sources of operating funding</b>			
General rates, uniform annual general charges, rates penalties	-	-	-
Targeted rates (other than a targeted rate for water supply)	1,163	215	215
Subsidies and grants for operating purposes	-	-	-
Fees and charges	25	26	20
Internal charges and overheads recovered	-	-	-
Internal interest income	-	17	-
Interest and dividends from investments	-	-	-
Local authorities fuel tax, fines, infringement fees, and other receipts	-	-	-
<b>Total operating funding (A)</b>	<b>1,188</b>	<b>258</b>	<b>235</b>
<b>applications of operating funding</b>			
Payments to staff and suppliers	3,630	250	419
Finance costs	-	-	-
Internal charges and overheads applied	86	75	24
Internal interest charged	268	45	72
Other operating funding applications	-	-	-
<b>Total applications of operating funding (B)</b>	<b>3,984</b>	<b>370</b>	<b>515</b>
<b>Surplus (deficit) of operating funding (A - B)</b>	<b>(2,796)</b>	<b>(112)</b>	<b>(280)</b>
<b>Sources of capital funding</b>			
Subsidies and grants for capital expenditure	-	-	-
Development and financial contributions	-	-	-
Increase (decrease) in debt	3,005	551	304
Gross proceeds from sale of assets	-	-	-
Lump sum contributions	-	-	-
Other dedicated capital funding	-	-	-
<b>Total sources of capital funding (C)</b>	<b>3,005</b>	<b>551</b>	<b>304</b>
<b>Application of capital funding</b>			
Capital expenditure			
- to meet additional demand	-	-	-
- to improve the level of service	217	355	7
- to replace existing assets	222	318	68
Increase (decrease) in reserves	(230)	(233)	(50)
Increase (decrease) of investments	-	-	-
<b>Total applications of capital funding (D)</b>	<b>209</b>	<b>439</b>	<b>24</b>
<b>Surplus (deficit) of capital funding (C-D)</b>	<b>2,796</b>	<b>112</b>	<b>280</b>
<b>Funding balance ((A-B) + (C-D))</b>	<b>-</b>	<b>-</b>	<b>-</b>
Expenses for this activity grouping include the following depreciation/amortisation charge	(410)	(69)	(109)

## FUNDING IMPACT STATEMENT – WASTE MANAGEMENT

For the period ended 30 September 2020

	Actual 30 June 2020 \$000	AP 30 Sept 2020 \$000	Actual 30 Sept 2020 \$000
<b>Sources of operating funding</b>			
General rates, uniform annual general charges, rates penalties	-	-	-
Targeted rates (other than a targeted rate for water supply)	984	182	182
Subsidies and grants for operating purposes	-	-	143
Fees and charges	635	158	121
Internal charges and overheads recovered	-	-	-
Internal interest income	-	-	-
Interest and dividends from investments	-	-	-
Local authorities fuel tax, fines, infringement fees, and other receipts	-	-	-
<b>Total operating funding (A)</b>	<b>1,620</b>	<b>340</b>	<b>447</b>
<b>applications of operating funding</b>			
Payments to staff and suppliers	1,511	376	321
Finance costs	21	-	-
Internal charges and overheads applied	42	55	7
Internal interest charged	196	15	53
Other operating funding applications	-	-	-
<b>Total applications of operating funding (B)</b>	<b>1,770</b>	<b>446</b>	<b>381</b>
<b>Surplus (deficit) of operating funding (A - B)</b>	<b>(150)</b>	<b>(106)</b>	<b>66</b>
<b>Sources of capital funding</b>			
Subsidies and grants for capital expenditure	-	-	-
Development and financial contributions	-	-	-
Increase (decrease) in debt	462	106	101
Gross proceeds from sale of assets	-	-	-
Lump sum contributions	-	-	-
Other dedicated capital funding	-	-	-
<b>Total sources of capital funding (C)</b>	<b>462</b>	<b>106</b>	<b>101</b>
<b>Application of capital funding</b>			
Capital expenditure			
- to meet additional demand	-	-	-
- to improve the level of service	312	-	348
- to replace existing assets	-	-	-
Increase (decrease) in reserves	-	-	(181)
Increase (decrease) of investments	-	-	-
<b>Total applications of capital funding (D)</b>	<b>312</b>	<b>-</b>	<b>167</b>
<b>Surplus (deficit) of capital funding (C-D)</b>	<b>150</b>	<b>106</b>	<b>(66)</b>
<b>Funding balance ((A-B) + (C-D))</b>	<b>-</b>	<b>-</b>	<b>-</b>
Expenses for this activity grouping include the following depreciation/amortisation charge	(130)	(27)	(22)

## FUNDING IMPACT STATEMENT – TRANSPORT

For the period ended 30 September 2020

	Actual 30 June 2020 \$000	AP 30 Sept 2020 \$000	Actual 30 Sept 2020 \$000
<b>Sources of operating funding</b>			
General rates, uniform annual general charges, rates penalties	62	12	12
Targeted rates (other than a targeted rate for water supply)	3,449	638	638
Subsidies and grants for operating purposes	6,497	1,750	1,574
Fees and charges	54	13	25
Internal charges and overheads recovered	-	-	-
Internal interest income	-	-	-
Interest and dividends from investments	-	-	-
Local authorities fuel tax, fines, infringement fees, and other receipts	-	-	-
<b>Total operating funding (A)</b>	<b>10,062</b>	<b>2,413</b>	<b>2,249</b>
<b>applications of operating funding</b>			
Payments to staff and suppliers	8,254	1,839	2,230
Finance costs	-	-	-
Internal charges and overheads applied	15	399	-
Internal interest charged	1,410	10	377
Other operating funding applications	-	-	-
<b>Total applications of operating funding (B)</b>	<b>9,679</b>	<b>2,248</b>	<b>2,607</b>
<b>Surplus (deficit) of operating funding (A - B)</b>	<b>383</b>	<b>165</b>	<b>(358)</b>
<b>Sources of capital funding</b>			
Subsidies and grants for capital expenditure	11,694	3,407	3,704
Development and financial contributions	-	-	-
Increase (decrease) in debt	(334)	(165)	358
Gross proceeds from sale of assets	7	-	-
Lump sum contributions	-	-	-
Other dedicated capital funding	-	-	-
<b>Total sources of capital funding (C)</b>	<b>11,367</b>	<b>3,242</b>	<b>4,062</b>
<b>Application of capital funding</b>			
Capital expenditure			
- to meet additional demand	-	-	-
- to improve the level of service	5,247	1,797	2,163
- to replace existing assets	8,456	2,008	1,933
Increase (decrease) in reserves	(1,953)	(399)	(392)
Increase (decrease) of investments	-	-	-
<b>Total applications of capital funding (D)</b>	<b>11,750</b>	<b>3,407</b>	<b>3,704</b>
<b>Surplus (deficit) of capital funding (C-D)</b>	<b>(383)</b>	<b>(165)</b>	<b>12</b>
<b>Funding balance ((A-B) + (C-D))</b>	<b>-</b>	<b>-</b>	<b>-</b>
Expenses for this activity grouping include the following depreciation/amortisation charge	(786)		(910)

## FUNDING IMPACT STATEMENT – COMMUNITY FACILITIES

For the period ended 30 September 2020

	Actual 30 June 2020 \$000	AP 30 Sept 2020 \$000	Actual 30 Sept 2020 \$000
<b>Sources of operating funding</b>			
General rates, uniform annual general charges, rates penalties	767	142	142
Targeted rates (other than a targeted rate for water supply)	1,452	268	268
Subsidies and grants for operating purposes	29	10	3
Fees and charges	66	17	13
Internal charges and overheads recovered	-	-	-
Internal interest income	-	-	-
Interest and dividends from investments	-	-	2
Local authorities fuel tax, fines, infringement fees, and other receipts	-	-	-
<b>Total operating funding (A)</b>	<b>2,314</b>	<b>437</b>	<b>428</b>
<b>applications of operating funding</b>			
Payments to staff and suppliers	1,837	485	452
Finance costs	-	-	-
Internal charges and overheads applied	134	74	14
Internal interest charged	268	17	72
Other operating funding applications	-	-	-
<b>Total applications of operating funding (B)</b>	<b>2,239</b>	<b>576</b>	<b>539</b>
<b>Surplus (deficit) of operating funding (A - B)</b>	<b>75</b>	<b>(139)</b>	<b>(111)</b>
<b>Sources of capital funding</b>			
Subsidies and grants for capital expenditure	-	-	3
Development and financial contributions	-	-	-
Increase (decrease) in debt	43	144	140
Gross proceeds from sale of assets	-	-	-
Lump sum contributions	-	-	-
Other dedicated capital funding	-	-	-
<b>Total sources of capital funding (C)</b>	<b>43</b>	<b>144</b>	<b>143</b>
<b>Application of capital funding</b>			
Capital expenditure			
- to meet additional demand	-	-	-
- to improve the level of service	153	14	52
- to replace existing assets	58	7	2
Increase (decrease) in reserves	(93)	(16)	(22)
Increase (decrease) of investments	-	-	-
<b>Total applications of capital funding (D)</b>	<b>118</b>	<b>5</b>	<b>32</b>
<b>Surplus (deficit) of capital funding (C-D)</b>	<b>(75)</b>	<b>139</b>	<b>111</b>
<b>Funding balance ((A-B) + (C-D))</b>	<b>-</b>	<b>-</b>	<b>-</b>
Expenses for this activity grouping include the following depreciation/amortisation charge	(262)	(59)	(54)



## FUNDING IMPACT STATEMENT – LEADERSHIP & GOVERNANCE

(VISITOR INFORMATION, MĀORI WHANAUNGATANGA, COUNCIL, ECONOMIC DEVELOPMENT, GAIETY THEATRE)

For the period ended 30 September 2020

	Actual 30 June 2020 \$000	AP 30 Sept 2020 \$000	Actual 30 Sept 2020 \$000
<b>Sources of operating funding</b>			
General rates, uniform annual general charges, rates penalties	2,705	500	500
Targeted rates (other than a targeted rate for water supply)	655	121	121
Subsidies and grants for operating purposes	170	29	334
Fees and charges	219	75	50
Internal charges and overheads recovered	-	-	-
Internal interest income	-	-	-
Interest and dividends from investments	-	-	-
Local authorities fuel tax, fines, infringement fees, and other receipts	-	-	-
<b>Total operating funding (A)</b>	<b>3,749</b>	<b>725</b>	<b>1,005</b>
<b>applications of operating funding</b>			
Payments to staff and suppliers	1,849	499	780
Finance costs	-	-	-
Internal charges and overheads applied	1,547	419	1
Internal interest charged	12	8	444
Other operating funding applications	-	-	-
<b>Total applications of operating funding (B)</b>	<b>3,408</b>	<b>926</b>	<b>1,225</b>
<b>Surplus (deficit) of operating funding (A - B)</b>	<b>341</b>	<b>(201)</b>	<b>(220)</b>
<b>Sources of capital funding</b>			
Subsidies and grants for capital expenditure	51	-	63
Development and financial contributions	-	-	-
Increase (decrease) in debt	201	201	219
Gross proceeds from sale of assets	26	-	-
Lump sum contributions	-	-	-
Other dedicated capital funding	-	-	-
<b>Total sources of capital funding (C)</b>	<b>278</b>	<b>201</b>	<b>282</b>
<b>Application of capital funding</b>			
Capital expenditure			
- to meet additional demand	-	-	-
- to improve the level of service	629	-	62
- to replace existing assets	36	-	-
Increase (decrease) in reserves	(46)	-	-
Increase (decrease) of investments	-	-	-
<b>Total applications of capital funding (D)</b>	<b>619</b>	<b>-</b>	<b>62</b>
<b>Surplus (deficit) of capital funding (C-D)</b>	<b>(341)</b>	<b>201</b>	<b>220</b>
<b>Funding balance ((A-B) + (C-D))</b>	<b>-</b>	<b>-</b>	<b>-</b>
Expenses for this activity grouping include the following depreciation/amortisation charge	(55)	(15)	(19)



## FUNDING IMPACT STATEMENT – PLANNING AND REGULATORY

For the period ended 30 September 2020

	Actual 30 June 2020 \$000	AP 30 Sept 2020 \$000	Actual 30 Sept 2020 \$000
<b>Sources of operating funding</b>			
General rates, uniform annual general charges, rates penalties	112	21	21
Targeted rates (other than a targeted rate for water supply)	1,084	200	200
Subsidies and grants for operating purposes	12	-	-
Fees and charges	589	283	371
Internal charges and overheads recovered	-	-	-
Internal interest income	-	-	-
Interest and dividends from investments	-	-	-
Local authorities fuel tax, fines, infringement fees, and other receipts	-	-	-
<b>Total operating funding (A)</b>	<b>1,797</b>	<b>504</b>	<b>592</b>
<b>applications of operating funding</b>			
Payments to staff and suppliers	1,532	512	326
Finance costs	22	-	1
Internal charges and overheads applied	10	153	2
Internal interest charged	369	2	128
Other operating funding applications	-	-	-
<b>Total applications of operating funding (B)</b>	<b>1,933</b>	<b>668</b>	<b>457</b>
<b>Surplus (deficit) of operating funding (A - B)</b>	<b>(136)</b>	<b>(164)</b>	<b>135</b>
<b>Sources of capital funding</b>			
Subsidies and grants for capital expenditure	-	-	-
Development and financial contributions	-	-	-
Increase (decrease) in debt	91	164	(135)
Gross proceeds from sale of assets	45	-	-
Lump sum contributions	-	-	-
Other dedicated capital funding	-	-	-
<b>Total sources of capital funding (C)</b>	<b>136</b>	<b>164</b>	<b>(135)</b>
<b>Application of capital funding</b>			
Capital expenditure			
- to meet additional demand	-	-	-
- to improve the level of service	73	-	-
- to replace existing assets	38	-	-
Increase (decrease) in reserves	(111)	-	-
Increase (decrease) of investments	-	-	-
<b>Total applications of capital funding (D)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Surplus (deficit) of capital funding (C-D)</b>	<b>136</b>	<b>164</b>	<b>(135)</b>
<b>Funding balance ((A-B) + (C-D))</b>	<b>-</b>	<b>-</b>	<b>-</b>
Expenses for this activity grouping include the following depreciation/amortisation charge	(45)	(19)	(18)

## FUNDING IMPACT STATEMENT – CORPORATE FUNCTIONS

For the period ended 30 September 2020

	Actual 30 June 2020 \$000	AP 30 Sept 2020 \$000	Actual 30 Sept 2020 \$000
<b>Sources of operating funding</b>			
General rates, uniform annual general charges, rates penalties	(56)	(10)	(10)
Targeted rates (other than a targeted rate for water supply)	(866)	(271)	(271)
Subsidies and grants for operating purposes	-	-	-
Fees and charges	168	43	48
Internal charges and overheads recovered	4,675	1,357	1,324
Internal interest income	511	324	-
Interest and dividends from investments	750	190	(7)
Local authorities fuel tax, fines, infringement fees, and other receipts	75	22	14
<b>Total operating funding (A)</b>	<b>5,257</b>	<b>1,655</b>	<b>1,098</b>
<b>applications of operating funding</b>			
Payments to staff and suppliers	4,786	1,374	1,384
Finance costs	432	50	(4)
Internal charges and overheads applied	26	42	(67)
Internal interest charged	120	252	42
Other operating funding applications	-	-	-
<b>Total applications of operating funding (B)</b>	<b>5,364</b>	<b>1,718</b>	<b>1,355</b>
<b>Surplus (deficit) of operating funding (A - B)</b>	<b>(107)</b>	<b>(63)</b>	<b>(257)</b>
<b>Sources of capital funding</b>			
Subsidies and grants for capital expenditure	-	-	-
Development and financial contributions	-	-	-
Increase (decrease) in debt	(736)	471	310
Gross proceeds from sale of assets	1,062	4	-
Lump sum contributions	-	-	-
Other dedicated capital funding	-	-	-
<b>Total sources of capital funding (C)</b>	<b>326</b>	<b>475</b>	<b>310</b>
<b>Application of capital funding</b>			
Capital expenditure			
- to meet additional demand	-	-	-
- to improve the level of service	340	172	127
- to replace existing assets	240	279	44
Increase (decrease) in reserves	(361)	(39)	(118)
Increase (decrease) of investments	-	-	-
<b>Total applications of capital funding (D)</b>	<b>219</b>	<b>412</b>	<b>53</b>
<b>Surplus (deficit) of capital funding (C-D)</b>	<b>107</b>	<b>63</b>	<b>257</b>
<b>Funding balance ((A-B) + (C-D))</b>	<b>-</b>	<b>-</b>	<b>-</b>
Expenses for this activity grouping include the following depreciation/amortisation charge	104	(165)	(107)

## FINANCIAL STATEMENTS

## STATEMENT OF COMPREHENSIVE REVENUE AND EXPENSE

For the year ended 30 September 2020

	30 Sept 2020 \$000	Annual Plan				30 June 2020 \$000
		30 Sept 2020 \$000	Variance			
			\$000	%		
Revenue						
Rates	3,497	3,497	-	0%		13,215
Subsidies and grants	5,825	5,197	628	12%		18,453
Petrol tax	14	22	(8)	-36%		75
Fees and charges	735	766	(31)	-4%		1,954
Investment revenue	60	233	(173)	-74%	A	750
Miscellaneous revenue	-	-	-	0%		768
Total revenue	10,131	9,715				35,215
Expense						
Water supply	652	560	92	16%	B	2,369
Stormwater	149	143	6	4%		554
Wastewater	627	440	187	43%	C	4,393
Solid waste	403	475	(72)	-15%		1,900
Transport	3,517	3,036	481	16%	D	13,862
Community facilities	590	640	(50)	-8%		2,508
Planning and regulatory	474	690	(216)	-31%	E	1,980
Leadership and governance	1,220	893	327	37%	F	3,348
Corporate	207	175	32	18%		980
Total expense	7,839	7,052				31,894
Net surplus (deficit) on operations	2,292	2,663				3,321
Subvention income	-	-				200
Taxation	-	-				-
Net surplus / (deficit) for the year	2,292	2,663				3,521
Other comprehensive revenue and expense						
Fair value movement PP&E	-	-				6,039
Fair value movement in equity investments	-	-				(2)
Total comprehensive revenue and expense for the year	2,292	2,663				9,558

Variance explanations (30 September 20 actual compared to YTD annual plan)	
<b>A</b>	Investment income is 74% (\$173k) lower than budgeted. This is mostly due to timing of budget phasing and actual cash receipt (although this year we expect to receive a subvention payment in lieu of dividend).
<b>B</b>	Water supply expenses are 92k (16%) higher than budgeted. The main variances to budget are pipeline and meters maintenance (\$36k over budget), consulting (\$23k over budget) and staff costs (\$56k over budget).
<b>C</b>	Wastewater expenses are \$187k (43%) higher than budgeted. Unbudgeted operational wastewater consenting costs (\$110k) are the greatest contributor to this variance.
<b>D</b>	Transport costs are 16% (\$481k) higher than budgeted. Costs have been incurred for Alternative Route Nuhaka-Opoutama Rd Investigation, which was not budgeted for (\$130k). Further, some maintenance projects such as sealed and unsealed maintenance and minor events on local roads are higher than budgeted, reflecting the timing of works.
<b>E</b>	Planning and regulatory costs are 31% (\$216k) lower than budgeted, which is mostly due to unspent budget for the district plan and e plan (\$146k) and lower than budgeted external consultancy costs (\$25k).
<b>F</b>	Leadership and governance costs are 37% (\$327k) higher than budgeted. This is mostly due to unbudgeted expenditure on MBIE projects (\$221k).

## STATEMENT OF FINANCIAL POSITION

As at 30 September 2020

	As at 30 Sept 2020 \$000	Annual Plan As at 30 Sept 2020 \$000	As at 30 June 2020 \$000	Variance		
				\$000	%	
<b>Current Assets</b>						
Cash and cash equivalents	575	1,859	2,795	(1,284)	-69%	A
Inventories	78	58	78	20	100%	
Trade and other receivables	5,954	1,993	7,305	3,961	199%	B
Financial assets at fair value	-	-	2,072	-	0%	
<b>Total current assets</b>	<b>6,607</b>	<b>3,910</b>	<b>12,250</b>			
<b>Current liabilities</b>						
Trade and other payables	4,829	6,839	7,988	(2,010)	-33%	C
Advance funding - PGF	764	-	1,000	764	100%	D
Borrowings	-	-	-	-	0%	
<b>Total current liabilities</b>	<b>5,593</b>	<b>6,839</b>	<b>8,988</b>			
<b>Working Capital</b>	<b>1,014</b>	<b>(2,929)</b>	<b>3,262</b>			
<b>Non-current assets</b>						
Property, plant and equipment	273,497	284,083	274,975	(5,698)	-2%	
Work in progress	10,166	5,278	5,252			
Investment in subsidiary	1,250	1,250	1,250	-	0%	
Investment property	405	405	383	-	0%	
Biological asset - forestry	115	260	115	(145)	-56%	E
Available for sale financial assets	21	37	21	(16)	-43%	
Intangible assets	29	37	37	(8)	-22%	
Financial assets held to maturity	144	-	148	(7)	0%	
Financial assets at fair value	5,975	6,126	3,882	550	10%	
<b>Total non-current assets</b>	<b>291,602</b>	<b>297,476</b>	<b>286,063</b>			
<b>Non-current liabilities</b>						
Employee entitlements	66	75	66	(9)	-12%	
Landfill aftercare	1,197	1,054	1,197	143	14%	
Borrowings	9,000	7,000	8,000	2,000	29%	F
<b>Total non-current liabilities</b>	<b>10,263</b>	<b>8,129</b>	<b>9,263</b>			
<b>Net assets</b>	<b>282,353</b>	<b>286,418</b>	<b>280,062</b>			
<b>Represented by</b>						
<b>Equity</b>	<b>282,353</b>	<b>286,418</b>	<b>280,062</b>			

## Variance explanations (30 September 20 actual compared to YTD annual plan)

- A** Cash is lower than budgeted, which is consistent with the higher receivables and lower payables balances than budgeted.
- B** Trade and other receivables are 199% (\$3,961k) higher than budgeted. This is due to timing of billing and collections compared to budget.
- C** Trade and other payables are 33% (\$2,010k) lower than budgeted. This is due to timing of billing and payment compared to budget.
- D** The variance in advance funding - PGF relates to timing of funding receipts and payments and expenditure.
- E** The valuation received for the Council's forestry asset as at 30 June 2020 was lower than budgeted. The forest is revalued every 3 years and this valuation took a more comprehensive approach resulting in a more accurate however lower than expected value.
- F** Borrowings are \$2m higher than budgeted. Borrowings are used to fund capital projects to ensure intergenerational equity in costs.

## STATEMENT OF CHANGES IN EQUITY

As at 30 September 2020

	As at 30 Sept 2020 \$000	Annual Plan As at 30 Sept 2020 \$000	As at 30 June 2020 \$000
Total equity - opening balance	280,061	283,755	270,504
Net surplus (deficit) for period	2,292	2,663	3,521
Other comprehensive income	-	-	6,037
Total comprehensive income	2,292	2,663	9,558
<b>Total equity - closing balance</b>	<b>282,353</b>	<b>286,418</b>	<b>280,062</b>
<b>Components of equity</b>			
Ratepayers equity - opening balance	140,139	143,178	135,156
Net surplus/(deficit) for period	2,292	2,663	3,521
Transfers to restricted reserves	368	-	7,166
Transfers from restricted reserves	(289)	-	(5,846)
Transfer from revaluation reserve	(2,534)	-	3,503
<b>Ratepayers equity - closing balance</b>	<b>139,976</b>	<b>145,841</b>	<b>143,500</b>
Special funds - opening balance	21,375	20,003	22,076
Transfer to ratepayers equity	289	-	5,846
Transfer from ratepayers equity	(368)	-	(7,166)
<b>Special funds - closing balance</b>	<b>21,296</b>	<b>20,003</b>	<b>20,756</b>
Revaluation reserves - opening balance	118,547	120,574	113,272
Net transfer to ratepayers equity	2,534	-	(3,503)
Transfer to revaluation	-	-	6,037
<b>Revaluation reserves - closing balance</b>	<b>121,081</b>	<b>120,574</b>	<b>115,806</b>
<b>Total equity - closing balance</b>	<b>282,353</b>	<b>286,418</b>	<b>280,062</b>

## STATEMENT OF CASHFLOWS

For the year ended 30 September 2020

	30 Sept 2020 \$000	30 June 2020 \$000
<b>Cash flows from operating activities</b>		
<i>Cash was provided from:</i>		
Rates received	4,183	12,874
Other revenue	6,022	21,468
Investment income	60	750
<i>Cash was applied to:</i>		
Payments to staff and suppliers and employees	(7,501)	(23,369)
Taxation	-	-
Interest paid	(53)	(217)
<b>Net cash flows from operating activities</b>	<b>2,711</b>	<b>10,994</b>
<b>Cash flows from investing activities</b>		
<i>Cash was provided from:</i>		
Sale of property, plant and equipment	-	1,158
Insurance proceeds	-	199
Sale of financial assets	2,072	1,564
<i>Cash was applied to:</i>		
Purchase of financial assets	(2,089)	(1,655)
Purchase of property, plant and equipment	(4,914)	(16,450)
<b>Net cash flows used in investing activities</b>	<b>(4,931)</b>	<b>(14,672)</b>
<b>Cash flows from financing activities</b>		
<i>Cash was provided from:</i>		
Loans raised	1,000	4,500
<i>Cash was applied to:</i>		
Borrowings repaid	(1,000)	(500)
<b>Net cash flows from/(used in) financing activities</b>	<b>-</b>	<b>4,000</b>
Net increase/(decrease) in cash and cash equivalents	(2,220)	322
Cash and cash equivalents at beginning of year	2,795	2,473
<b>Cash and cash equivalents at end of year</b>	<b>575</b>	<b>2,795</b>
Made up of:		
Cash	3	6
Short Term Deposits	572	2,789
Bank Overdraft	-	-
<b>Cash and cash equivalents at end of year</b>	<b>575</b>	<b>2,795</b>

## FUNDING IMPACT STATEMENT - WHOLE OF COUNCIL

For the period ended 30 September 2020

	Actual 30 June 2020 \$000	AP 30 Sept 2020 \$000	Actual 30 Sept 2020 \$000
<b>Sources of operating funding</b>			
General rates, uniform annual general charges, rates penalties	3,590	663	663
Targeted rates (other than a targeted rate for water supply)	9,626	1,668	1,668
Subsidies and grants for operating purposes	6,707	1,789	2,055
Fees and charges	2,066	693	681
Interest and dividends from investments	750	190	(6)
Local authorities fuel tax, fines, infringement fees, and other receipts	75	22	14
<b>Total operating funding (A)</b>	<b>22,814</b>	<b>5,025</b>	<b>5,075</b>
<b>applications of operating funding</b>			
Payments to staff and suppliers	24,820	5,560	6,253
Finance costs	475	51	(3)
Internal charges and overheads applied	-	-	-
Other operating funding applications	-	-	-
<b>Total applications of operating funding (B)</b>	<b>25,295</b>	<b>5,611</b>	<b>6,250</b>
<b>Surplus (deficit) of operating funding (A - B)</b>	<b>(2,481)</b>	<b>(586)</b>	<b>(1,175)</b>
<b>Sources of capital funding</b>			
Subsidies and grants for capital expenditure	11,745	3,407	3,770
Development and financial contributions	-	-	-
Increase (decrease) in debt	2,898	1,614	1,448
Gross proceeds from sale of assets	1,157	4	-
Lump sum contributions	-	-	-
Other dedicated capital funding	-	-	-
<b>Total sources of capital funding (C)</b>	<b>15,800</b>	<b>5,025</b>	<b>5,218</b>
<b>Application of capital funding</b>			
Capital expenditure			
- to meet additional demand	-	-	-
- to improve the level of service	7,103	2,350	2,767
- to replace existing assets	9,347	2,917	2,144
Increase (decrease) in reserves	(3,131)	(828)	(868)
Increase (decrease) of investments	-	-	-
<b>Total applications of capital funding (D)</b>	<b>13,319</b>	<b>4,439</b>	<b>4,043</b>
<b>Surplus (deficit) of capital funding (C-D)</b>	<b>2,481</b>	<b>586</b>	<b>1,175</b>
<b>Funding balance ((A-B) + (C-D))</b>	<b>-</b>	<b>-</b>	<b>-</b>
Expenses for this activity grouping include the following depreciation/amortisation charge	(5,806)	(1,329)	(1,465)

**8.2 PROGRESS UPDATE ON DEVELOPMENT OF LONG TERM PLAN AND DISCUSSION OF RISK MANAGEMENT SCHEDULE**

**Author:** Kimberley Tuapawa, Pouwhakarae – Pārongo / Wheako Kiritaki Group Manager Information and Customer Experience

**Authoriser:** Kitea Tipuna, Tumu Whakarae Taupua Interim Chief Executive Officer

**Appendices:** 1. LTP Detailed Plan and Risk Schedule [↓](#)

**1. PURPOSE**

- 1.1 This report provides a progress update on the development of Council's Long Term Plan 2021–31 (LTP). No decisions are required by Committee at this stage.
- 1.2 Periodic updates on the LTP's progress are presented to the Finance, Audit and Risk Committee and to Council.

**RECOMMENDATION**

The Pouwhakarae – Pārongo / Wheako Kiritaki Group Manager Information and Customer Experience RECOMMENDS that the Committee receive the report.

**2. BACKGROUND**

- 2.1 Council is in the process of developing its Long Term Plan 2021–31. Managed by a small team, this two-year project comprises 45 separate projects, 100 key tasks and involves input from staff across the organisation. Council has a comprehensive project plan which is carefully managed to ensure that key deadlines are reached.
- 2.2 This progress update meets the purpose of local government as it supports the delivery of Council's LTP which will help meet the needs of the community by providing a reference for planning, funding decisions and service delivery.

**3. WHAT'S IN PROGRESS?**

Since July 2020, Council has worked on the following:

- 3.1 Engagement on the Annual Plan 2020/21 began in August. While the re-emergence of COVID-19 restrictions prevented further face-to-face engagement, initial sessions which took place at Tuai, Frasertown and Wairoa were well-received.
- 3.2 In July, Council adopted a revised set of community outcomes, and a revised organisational vision and mission statement. It also retained the current set of LTP activity groups. This work was part of Council's strategic direction-setting and was linked to the LTP's development.
- 3.3 A review of the LTP's structure and layout was completed. The aim was to simplify the content structure and ensure all like-components were grouped together. This means that the content for the LTP 2021-31 will be structured under 5 key categories: 1) Our Long-term Plan, 2) Our Activities, 3) Our Finances, 4) Our Policies, and 5) Our Infrastructure.



- 3.4 Council's annual resident's satisfaction survey was completed during July and August. A workshop to review results was held on 20 October, followed by a full report to Council for adoption.
- 3.5 The asset management plans are in development. A review of Council's forecasting assumptions underlying the financial estimates and forecasts are still in progress. Preparations of the LTP budgets are happening, with activity managers engaged early on to review and forecast operational and capital expenditure. A workshop to review 10-year budgets with Elected Members is scheduled for December.

#### 4. HOW ARE WE TRACKING AND WHAT'S COMING UP?

- 4.1 Overall, the LTP project is tracking to schedule. A schedule of the risks associated to the LTP's development is attached as **Appendix 1**. Time sensitive tasks include the completion of draft asset management plans, a review with elected members around levels of service, and a secondary review to refine standards of service and performance across activities. During November – December 2020, Council will continue to work on these.
- 4.2 Council has initiated a rates review to provide an opportunity to engage with the community about addressing the challenges of the current system. A Council meeting to adopt the proposed option took place on 3 November, with consultation on the statement of proposal beginning on 4 November, 2020 – 4 December, 2020. Deliberations and hearings are scheduled for 15, 16 December, 2020 with adoption to follow on 17 December, 2020.
- 4.3 An internal review of Council's LTP policies continues. These include the Significance and Engagement Policy, Revenue and Financing Policy, and policy relating to Maori Involvement in Decision-making. Other policies that will be reviewed (but not included in the LTP proper) include the Liability Management Policy and Investment Policy. These are both scheduled for presentation in February's Finance, Audit and Risk Committee. A review of the Remission and Postponement of Rates on Maori Freehold Land may take place during the time of the rates review, and the Development or Financial Contributions Policy will be considered once the rates review has completed.
- 4.4 Completion of the draft asset management plans are scheduled for presentation to the Infrastructure Committee in December. These include the 3 Waters, Airport, Built Spaces, Open Spaces, Roading, and Waste Management Plans.
- 4.5 During October, work will begin on restructuring the 'group' activity management plans for all LTP activities. These plans will occupy Section 2 of the LTP: 'Our Activities'. Design and layout of the AMPs will begin in October. Infographics that explain and link Council's outcomes with its activities will be developed.
- 4.6 A process for Council's LTP pre-engagement is being organised for January, 2021. Similar to Annual Plan engagement, it is anticipated that this will involve caravan-based information sessions around the district.

#### Further Information

Further information is available in Council's LTP 2018-28 and Annual Plan 2020/21, which can be found on Council's website: [www.wairoadc.govt.nz](http://www.wairoadc.govt.nz) and from Council's Main Office.

**References (to or from other Committees)**



Ordinary Council. 28 July, 2020. Progress Update on Development of Long Term Plan 2021-2031.

Finance, Audit and Risk Committee. 3 March, 2020. Progress Update on Development of Long Term Plan 2021-2031.

Finance, Audit and Risk Committee. 2 July, 2019. Project Plan for Development of Long Term Plan 2021-2031.

Finance, Audit and Risk Committee. 17 September, 2019. Detailed Project Plan for the Development of the Long Term Plan 2021-2031.

**Signatories**

	
Author Kimberley Tuapawa	Approved by Kitea Tipuna

**WDC LONG TERM PLAN 2021-2031**  
**DETAILED PROJECT PLAN | RISK MANAGEMENT SCHEDULE**

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JUL 2019 – DEC 2019

ID	KEY TASK	OUTPUT	DETAILS	AUDIT INPUT 2018 LTP	RISK (LIKELIHOOD)	RISK MANAGEMENT	
1	Prepare Broad Long Term Plan (LTP) Project Plan Kim   July 2019	Broad LTP Project Plan Kim   July 2019	Development of overarching plan for LTP project, identifying key stages, milestones and timeframes required to deliver Council's LTP 2021-2031. Present to EM, FARC and Audit.	In prior LTP, EM not familiar with LTP plan. Needs clear communications and interaction between EM and SLT.	■ Early stage timeframes are unreasonable or inaccurate.	Present early-stage project plan to SLT, EM and FARC, ensuring key stages, timeframes and milestones understood.  Use feedback to refine tasks and timeframes, provide regular updates on progress.	✓
2	Coordinate Project Team Kim   July 2019	Project Team Kim   July 2019	Organise group of key staff from cross-department who will contribute to LTP's development.	Prior LTP plan not owned by whole SLT. Departments had limited understanding of other's roles and responsibilities. Single individuals or groups worked alone, and became critical project dependencies.  Focus a broader number of staff to the project team with a focus on achieving the expected timeline.	■ Staff members unable to commit, or limited in their ability to support due to BAU and other projects.	Discuss LTP project with all members, gain commitment to its completion. Set more realistic timeframes, and ensure schedule accounts for BAU and other project requirements. Consider outsourcing options.  Communicate progress of LTP project at regular intervals to prevent silos and increase collaboration between project team members. Include staff from across departments to contribute to LTP's development.	✓
3	Allocate Systems and Resources Kim, SLT   Jul-Sep 2019	Detailed LTP Project Plan Kim   Sep 2019	Scope requirements for systems and resources, confirm these are sufficient to enable delivery of key tasks in time and budget. Consider WHO task allocation (internal with BAU vs external), HOW tasks (systems and processes), and HOW MUCH (budget).	An overly optimistic timeline, which placed broad expectations on a small number of staff. Council reset its LTP timetable on several occasions as they tried to complete within the timeframes.  Contingency time originally factored into plan overtaken by lengthy issues with financial model.  Identify choke points or technical challenges.	■ Limited internal resources to fulfil key tasks.  ■ Adequate self-review time reduced with time constraints.  ■ Out-sourcing becomes increasingly costly. Unable to locate 'right-fit' consultants.	Confirm resource requirements with task owner(s), outsourcing options, and budget allocation. Set more realistic timeframes, and ensure schedule accounts for BAU and other project requirements.  Set periods of contingency, and bring major project forward, factor these into overall plan. Protect contingency periods set aside for catch-up and self-review.  Keep strong focus on project management of LTP.	✓
4	Review Audit's LTP Recommendations SLT   Jul-Sep 2019	SLT-input Auditor's report: 'Areas of Focus for LTP 2021-2031'. SLT   Sep 2019	Conduct review of audit feedback through reports on 1) Challenges from LTP 2018-2028, and 2) Areas of focus for LTP 2021-31. SLT's agreement on improvements. Recommendations factored into Detailed Project Plan.	Management to review all matters and issues arising from 2018-28 LTP audit findings. Identify areas to improve on for LTP 2021-31.	■ SLT unsure how to implement audit recommendations.	SLT to input to this plan, discuss and commit to implementing recommendations. Keep strong focus on project management of LTP.  Workshop with Audit completed. Maintain open dialogue with Audit on progress.	✓
5	Develop Detailed LTP Project Plan Kim   Aug-Sep 2019	Detailed LTP Project Plan, Risk Management Schedule Kim   Sep 2019	Development of comprehensive plan for LTP project, with fully scoped tasks, timeframes and audit feedback. Identification of risks, impacts, and solutions. Presented to FARC and Audit.	A commitment to achieve the plan but no broad understanding of key challenges, their impact, and remediation strategies. Plan not owned by whole SLT.  Strong support for LTP project lacking between departments, impacting task completion in timeframe.	■ SLT unaware of risks across key tasks.  ■ SLT under-resourced. Key task responsibilities create high workload pressure.  ■ Timeframes are unreasonable or inaccurate.	Communicate progress of LTP project to FARC and Council (informal and formal) at regular intervals.  SLT to input to this plan, and commit to implementing recommendations. SLT to help identify risks.  Confirm resource requirements with task owner(s), outsourcing options, and budget allocation. Discuss plan with Audit.	✓
6	Review GAMPs and performance measures Luke, Kim, Karen   Aug 2019	Work plan for GAMPs and performance review Luke, Kim   Aug 2019	Development of work plan for review of LOS, performance measures and targets for LTP activities.  Some of our measures and targets do not align with the results, especially those reliant on evidence gathered from Communitrak Survey. Review of Survey questions also necessary.	Prior LOS review reduced and simplified performance measures. Complete 2019 Annual Report (AR) and assess whether review required.	■ Misalignment between LOS, performance measures, targets and survey questions used for target evidence.  ■ Proper review required, but unless LTP amendment is done, changes won't take effect until 2022.	As part of review, aim to realign LOS, performance measures, targets and survey questions.  Describe the meaning of results relating to resident satisfaction measures to cover any misalignment and provide full picture.  Mini-review of Communitrak done in 2019, full review completed in 2020.	✓
7	Develop Draft Infrastructure Strategy (IS) Stephen, ML   Aug - Dec 2019	Draft Infrastructure Strategy Steve, ML   Dec 2019	Review and development of Council's Infrastructure Strategy (IS), synthesising the significant infrastructural issues across the five network activities, including financial and non-financial consequences, and key options for managing them.  Council's IS for 2021-31 will take a long term view over 30 years, providing a solid platform for the AMPs. It should factor in the HB 3-Waters review, and link to Council's District Plan.	Prior IS focussed largely on the projects for first 5 years, without properly considering changes and demands on infrastructure expected over 10-30 years.  Prioritise development of IS so it forms basis of FS. Important to have advanced version by early 2020. Must inform AMPs, not vice-versa.  Connectivity between IS, AMPs and financial models not maintained and updated as financial model developed. This disconnect presented risks to the integrity of the model, and caused delays as documents required re-alignment late in project.	■ Significant capital work forecast in short-med term places high level pressure on project management. Projects take longer than expected, not delivered in timely manner.  ■ Outsourcing more work becomes increasingly expensive. Alternative of delaying funding may jeopardise provision of services and compliance with regulatory expectations.  ■ Project costings inaccurate, so Council doesn't risk a material variation after approval.  ■ Disconnect between IS, AMPs, and FS.	Prioritise development of IS so it forms basis of FS. Ensure both are linked – and together tell a story about LOS, costs, risks and trade-offs, with key decisions and options with implications of these.  Develop IS to inform AMPs, not vice-versa. Advanced version ready by start of 2020. Review content and processes to ensure key documents are developed in more cohesive manner.  Confirm resource requirements with task owner(s), outsourcing options, and budget allocation.  Use SOLGM's and OAG's guidance document to support development.	✓
8	Deliver LTP Induction Programme Charlotte   Oct – Dec 2019	LTP Induction materials, EM Handbook Charlotte   Dec 2019	Delivery of LTP workshops or workbook to introduce new EMs to LTP processes and direction-setting. Part of Council's 2019 Triennium induction programme.		■ Limited internal resources to fulfil key tasks.  ■ Out-sourcing becomes increasingly costly, or unable to locate 'right-fit' consultants.	Confirm resource requirements with task owner(s), outsourcing options, and budget allocation.  Offered walkthrough sessions on LTP project and scheduling to assist understanding about LTP.	✓
9	Develop AP Project Plan Kim   Nov-Dec 2019	AP Project Plan Kim   Dec 2019	Development of AP project plan, identifying key stages, milestones and timeframes required to deliver Council's AP 2020/21. Presented to EM, FARC and Audit.		■ Early stage timeframes are unreasonable or inaccurate. Unsure if requirement to consult.  ■ Limited internal resources to fulfil key tasks.	Present early-stage project plan to SLT, EM and FARC, ensuring key stages, timeframes and milestones understood. Factor in timeframes to consult. Use feedback to refine tasks and timeframes, provide regular updates on progress.  Confirm resource requirements with task owner(s), outsourcing options, and budget allocation.	✓
10	Develop AP Content Plan Kim   Nov-Dec 2019	AP Content Plan Kim   Dec 2019	Development of AP content plan, identifying key components, milestones and timeframes required to deliver Council's AP 2020/21. Presented to SLT and AMs.		■ Early stage timeframes are unreasonable or inaccurate. Unsure if requirement to consult.  ■ Limited internal resources to fulfil key tasks.	Present early-stage project plan to SLT and AMs, ensuring key stages, timeframes and milestones understood. Factor in timeframes to consult. Use feedback to refine tasks and timeframes, provide regular updates on progress.  Confirm resource requirements with task owner(s), outsourcing options, and budget allocation.	✓
11	Develop Draft AP and 10-30Y budget forecasts Gary   Dec 2019 – Feb 2020	Draft AP Budgets and Financial Model Gary   Feb 2020 then iterations ongoing	Distribute and input to AP and LTP Opex and Capex budget sheets by AMs across all cost centres. Draft financial statements, effect on financial position and funding requirements. Review by SLT and several repeats.	Impact of modelling delays created challenges. Recommendation to focus on improving integrity of forecasting rates, debt and asset revaluations. Scale of work to produce the model and stress test options underestimated, although delays in development of model exceeded what could have been foreseen.  Prior budgeting at activity level done effectively. Develop this strength by ensuring strong interaction between FCS and activity managers. Identify costs that can be lowered when budgets reflect unsustainable outcomes, know what LOS impacted by amendments. Any changes to be reflected in AMPs.	■ Strong interaction between FCS and activity managers	Test and review model to ensure expectations of process efficiencies for budget preparation are met.  Produce effective modelling early to enable strategic decisions to be made in timely manner.  Review resourcing requirements for development of forecasting model.  The templates for 2018-28 can be recycled, some further development required.	✓

**WDC LONG TERM PLAN 2021-2031**  
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JAN 2020 – JUN 2020

ID	KEY TASK	OUTPUT	DETAILS	AUDIT INPUT 2018 LTP	RISK (LIKELIHOOD)	RISK MANAGEMENT	
1	Conduct Environmental Scan Ash   Jan - Feb 2019	Outline of key environmental issues and factors impacting on LTP's development Ash   Feb 2019	Identification of demographic, economic, environmental and social issues affecting Council's plans and LOS (i.e. climate change, new population stats, 3 Waters review). Compiled from reports, research and discussions with stakeholders.		<ul style="list-style-type: none"> <li>Some key issues missed.</li> <li>Documentation overload, under-resourced to complete full scan.</li> </ul>	<ul style="list-style-type: none"> <li>Collaborate with key stakeholders including surrounding Councils to get broader coverage of key regional issues.</li> <li>Confirm resource requirements with task owner(s), outsourcing options, and budget allocation.</li> </ul>	✓
2	Develop Climate Change Report Hine   Jan - Feb 2019	Outline of climate change issues and factors to link to inform Infrastructure Strategy Hine   Feb 2019	Identification of climate change issues and risks. Compiled from reports, research and discussions with key stakeholders, sent to Morrison Low to support development of Infrastructure Strategy.		<ul style="list-style-type: none"> <li>Some key issues missed.</li> <li>Documentation overload, under-resourced to complete full report.</li> </ul>	<ul style="list-style-type: none"> <li>Collaborate with regional stakeholders including HBRC to get broader coverage of key issues.</li> <li>Confirm resource requirements with task owner(s), outsourcing options, and budget allocation.</li> </ul>	✓
3	Review Forecasting Assumptions Kim, Gary   Jan - Mar 2020	Draft Forecasting Assumptions Kim, Gary   Mar 2020	Disclosure of all significant forecasting assumptions, describing levels of uncertainty and effect on estimates. Align to FS and IS.	With limited staff involved in work in forecasting, time to develop the assumptions, inputs and outputs of the model, and assure the integrity of model was optimistic.	<ul style="list-style-type: none"> <li>Inconsistent application of assumptions.</li> <li>Copying assumptions from others without considering relevance to us.</li> <li>Some key assumptions missed.</li> <li>Assumptions not aligned with FS and IS.</li> </ul>	<ul style="list-style-type: none"> <li>Use Environmental Scan output to inform.</li> <li>Engage variety of info sources, e.g. prior LTP, Stats NZ, ED strategies, AMPs, GAMPs, growth projections, and valuations etc. Ensure all team members including consultants have final versions to inform their document preparation to ensure consistency in assumptions and messaging</li> </ul>	✓
4	Second Draft Infrastructure Strategy (IS) Stephen, ML   Jan - Jun 2020	Second Draft Infrastructure Strategy Stephen, ML   Jun 2020	Refine Council's Infrastructure Strategy (IS). Same as task 5 in previous section.	Same as task 5 in previous section.	IS and AMPs not updated to be the underlying driver to core model. These should drive output of model rather than model requiring re-positioning of underlying data. Key activity forecasts must reflect cost structures to support infrastructure.	Same as task 5 in previous section.	✓
5	Review and refine first cut budgets Gary, SLT, AMs   Feb - Mar 2020	First cut budgets Gary, SLT, AMs   Mar 2020	Refined draft AP, 10-30Y budgets	Same as task 11 in previous section.	Same as task 11 in previous section.	Same as task 11 in previous section.	✓
6	Conduct Levels of Service (LOS), Performance Measures and Communitrak Survey Review Luke, Kim, Ash   Feb - Jun 2020	Updated and aligned GAMPs, Measures, Targets, and Survey Questions. Ash, Luke, Kim   Jun 2020	Review and development of performance management system for all GOA. This includes LOS, performance measures and targets for all LTP activities.	Prior LOS review reduced and simplified performance measures. Complete 2019 AR and assess whether review required.	<ul style="list-style-type: none"> <li>Measures don't support underlying story of LTP. Misalignment between rationale for LOS, measures and targets. Hard for public to understand.</li> <li>Difficulty drafting measures that are meaningful, relevant across activities. Challenging to make projections of how LOS will change over 10-year period. Limited internal resources to fulfil key tasks. Only use a small portion of Commtrak. Ask 40 questions use data from 10, these relate to measures in AR.</li> </ul>	<ul style="list-style-type: none"> <li>Avoid technical measures, supply context so readers can understand why measures important to them. Describe only measures linked to major LOS.</li> <li>Identify any inconsistencies in performance reporting across activities in Council. Engage industry organisations for guidance, use SOLGM's, OAGs guidance to support development</li> <li>Reviewed questions, reduced to 8, including sub-questions, to streamline process. Exploring options for next year, including other providers, or doing survey ourselves.</li> <li>Confirm resource requirements with task owner(s), outsourcing options, and budget allocation</li> </ul>	✓
7	Review Asset Management Plans (AMPs) Stephen, AMs, WSP   Feb - Jun 2020	Draft AMPs Stephen, AMs, WSP   Jun 2020	Review and development of asset management plans (AMPs), providing description of activity, rationale for delivery, LOS and demand, risk management, life-cycle management plan, financial plan, improvement plan, and its contribution to community outcomes. Adopt alongside IS.	Prior AMPs completed to a high standard. Significant CAPEX planned for next 5 years placing strain on debt levels and implementation of work. Keep AMPs updated to reflect completion of asset project work.	<ul style="list-style-type: none"> <li>AMPs do not align to IS.</li> <li>Measures don't support underlying story of LTP, or misalignment between rationale for service delivery, LOS, measures and targets. Measures are difficult for public to understand.</li> <li>Limited internal resources to fulfil key tasks.</li> </ul>	<ul style="list-style-type: none"> <li>Prioritise development of IS so it forms basis for AMPs development. Advanced IS version ready by early 2020.</li> <li>Avoid technical measures, supply context so readers can understand why measures important to them</li> <li>Confirm resource requirements with task owner(s), outsourcing options, and budget allocation.</li> <li>Review content and processes to ensure key documents developed in more cohesive manner.</li> </ul>	✓
8	Prepare AP Engagement Strategy Kitea, Kim   Apr 2020	AP Engagement Plan Kitea, Kim   Apr 2020	Development of strategy outlining plan and methods for consulting with public on AP. Kim to report in LTP updates.		<ul style="list-style-type: none"> <li>Limited internal resources to fulfil key tasks.</li> <li>Challenging to engage EM in engagement initiatives.</li> </ul>	<ul style="list-style-type: none"> <li>Early on promotion of community and caravan-based sessions in and around District. Encourage EM involvement, and consider alternative engagement strategies rolled out by other Councils. Mayor and CE to lead this process.</li> <li>Confirm resource requirements with task owner(s), outsourcing options, and budget allocation.</li> </ul>	✓
9	Workshop Financial Model Gary   Mar 2020	Draft Financial Model Gary   Mar 2020			<ul style="list-style-type: none"> <li>Changes required increases workload, extending timeframes, impacting on other project tasks. Unreasonable, un-scoped or late requests for rework.</li> <li>EMs unsure of direction, don't understand what current picture looks like and any implications of change.</li> <li>EM unable to deliver guidance to strategic direction.</li> </ul>		✓
10	Workshop Strategic Direction Steve, Vern   Apr 2020	Outline of Strategic Priorities Steve, Vern   Apr 2020	Facilitated through Council's induction programme, delivery of workshop where EM review and identify Council's high level goals.	Council workshops to provide guidance on direction of the planning. To take place early so that planning can proceed with finalisation of document.		<ul style="list-style-type: none"> <li>Use specialist to deliver workshops to ensure EM understand vision and how to set direction, priorities, link these with the well-beings and community needs.</li> </ul>	✓
11	Review Community Outcomes, Vision and Mission Statements Kim, EM   May 2020	Report of Adopted Revised Community Outcomes, Vision and Mission Statements Kim   May 2020	Deliver clear guidance on current outcomes, reasons for review and improvement, make recommendations, socialise with EM, get input, rework and make final recommendations		<ul style="list-style-type: none"> <li>EMs unsure of direction, don't understand what current picture looks like and any implications of change.</li> <li>EM unable to deliver guidance to strategic direction.</li> </ul>	<ul style="list-style-type: none"> <li>Deliver clear guidance on current outcomes, reasons for review and improvement, make recommendations, socialise with EM, get input, rework and make final recommendations.</li> <li>Develop clear hierarchical outline of Council vision, outcomes and goals, well-beings, strategies, plans, activities. Aim to provide clear line of sight from top to bottom, i.e. vision to activity.</li> </ul>	✓
12	Stocktake Strategies Kim   May 2020	Outline of key strategies and policies and relationship to LTP activities and outcomes Kim   May 2020	Identification of strategies, plans and policies linked to LTP activities. Linked to development of policy register, also in development and review.		<ul style="list-style-type: none"> <li>Risk of inconsistency or disconnects between plans, or a sense that Council has too many plans or priorities</li> </ul>	<ul style="list-style-type: none"> <li>As part of Direction-Setting process, strategies, plans and policies linked to LTP activities. Provide clear line of sight from top to bottom, i.e. Outcome, activity, strategy.</li> </ul>	
13	Review LTP groups of activities Kim, EM   May 2020	Adoption of revised LTP groups of activities Kim   May 2020	Deliver clear guidance on current groups of activities and recommendations for structure and retention.		<ul style="list-style-type: none"> <li>Council's guidance for groupings do not align with legislation or strategic direction.</li> </ul>	<ul style="list-style-type: none"> <li>Deliver clear guidance on current groups of activities and recommendations for structure and retention.</li> </ul>	✓
14	Conduct Asset Valuations Steve, AMs   Apr - Jul 2020	Asset Valuations Steve, AMs   Apr - Jul 2020		Issues with timeliness of valuations and due diligence on external valuer's outputs.  Challenges in performing reconciliations between infrastructure assets systems and fixed assets	<ul style="list-style-type: none"> <li>Issues with asset valuations postponing the allocation of dedicated time on model.</li> <li>Errors in valuation reports not identified in timely manner, causing a loss of valuation</li> </ul>	<ul style="list-style-type: none"> <li>Scope valuation project carefully. Undertake asset valuations earlier in LTP project period to enable sufficient time to review and correct any errors.</li> <li>Responsibility for obtaining and reviewing valuation reports be clearly defined.</li> </ul>	✓



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				register to asset completeness of valuation data.	integrity and delays to annual reporting process. Absence of reconciliations creates risk of inconsistent data, with valuations by external parties being prepared based on incomplete info.	Management continue to develop its asset condition information to enhance asset data. Take action on recommendations from external valuers. Liaise with audit on methodology to ensure compliance.	
15	Undertake AP Engagement EM, SLT   Jul 2020	Analysis on community feedback, CSRs lodged EM, SLT   Jul 2020	AP community engagement undertaken after AP adoption, community sessions in and around District (Tuai, Frasertown, Wairoa), but cut short due to COVID restrictions.		<ul style="list-style-type: none"> <li>Low-levels of engagement. Missing hard-to-reach members of community.</li> <li>Lack of engagement and ownership by EM.</li> </ul>	Early on promotion of community and caravan-based sessions in and around District. Encourage EM involvement, and consider alternative engagement strategies rolled out by other Councils. Mayor and CE to lead this process.	✓
16	Publish Growth Projections Report Sean   Apr - Jun 2020	Outline of key economic and demographic profile of District Sean   Apr - Jun 2020	Identification of key economic and demographic profile of District. Compiled from NZ Stats and various Government organisation databases.		<ul style="list-style-type: none"> <li>Some key issues missed. Issues with conflicting data from other sources.</li> <li>Documentation overload, under-resourced to complete full report.</li> </ul>	Collaborate with regional stakeholders including HBRC to get broader coverage of key issues.	✓
17	Complete Proposed Rates and Notices David   May 2020	Proposed Rates Notices David   May 2020	Development and distribution of proposed rates information which includes content on AP and LTP.		Complaints about receiving hard copy notices	Consider potential to distribute proposed rates information online through Council web function, rather than post/email. Reduces publishing workload and cost and sets a workable online solution from this point forward.	✓
18	Workshop Rates Model Gary   May - Jun 2020	Draft Rates Model Kim, Kat   May - Jun 2020	Develop final rates model and present to EM.		<ul style="list-style-type: none"> <li>Changes required increases workload, extending timeframes, impacting on other project tasks. Unreasonable, un-scoped or late requests for rework.</li> <li>Limited internal resources to fulfil key tasks.</li> </ul>	Reprioritise some projects to focus on making necessary changes in final week.	✓
19	Develop AP Kim, Kat   Apr - Jun 2020	Draft AP Kim, Kat   June 2020	Draft AP presented to Audit and FARC, socialised with Council. Updates made.		<ul style="list-style-type: none"> <li>Changes required increases workload, extending timeframes, impacting on other project tasks. Unreasonable, un-scoped or late requests for rework.</li> </ul>	Confirm resource requirements with task owner(s), factor impact of delay and added work to linked tasks and broader LTP timeframe. Set adequate QA and lag time for review and fix-ups.	✓
20	Adopt AP, Strike rates Kim, Gary   June 2020	Adopted AP Kim, Gary   June 2020	Final AP presented to Council for adoption.			Adopted within statutory timeframe on 16 June, 2020.	✓

## JUL 2020 – DEC 2020

ID	KEY TASK	OUTPUT	DETAILS	AUDIT INPUT 2018 LTP	RISK (LIKELIHOOD)	RISK MANAGEMENT	
1	Review Asset Management Plans (AMPs) Stephen, AMs, WSP   Jun - Dec 2020	Draft AMPs Stephen, AMs, WSP   Dec 2020	Review and development of asset management plans (AMPs), providing description of activity, rationale for delivery, LOS and demand, risk management, life-cycle management plan, financial plan, improvement plan, and its contribution to community outcomes. Adopt alongside IS.	<p>Prior AMPs completed to a high standard. Significant CAPEX planned for next 5 years placing strain on debt levels and implementation of work. Keep AMPs updated to reflect completion of asset project work.</p> <p>Quality of underlying info on assets good in AMPs, ensure these kept current, especially when new assets bought or renewed. Connectivity between IS, AMPs and financial models not maintained and updated as financial model developed. This disconnect presented risks to the integrity of the model and caused delays as docs needed re-alignment late in the project.</p>	<ul style="list-style-type: none"> <li>AMPs do not align to IS.</li> <li>Measures don't support underlying story of LTP, or misalignment between rationale for service delivery, LOS, measures and targets. Measures are difficult for public to understand.</li> <li>Limited internal resources to fulfil key tasks.</li> </ul>	<p>Prioritise development of IS so it forms basis for AMPs development. Advanced IS version ready by early 2020. Present IS and AMPs to EM in Dec 2020.</p> <p>Avoid technical measures, supply context so readers can understand why measures important to them.</p> <p>Confirm resource requirements with task owner(s), outsourcing options, and budget allocation.</p> <p>Review content and processes to ensure key documents developed in more cohesive manner.</p>	
2	Develop Pre-Engagement Strategy Kitea, Kim Aus   Aug 2020	Pre-Engagement Strategy Kitea, Kim Aus   Aug 2020	Development of strategy outlining plan and methods for consulting with public on LTP. Kim to report in LTP updates.		<ul style="list-style-type: none"> <li>Limited internal resources to fulfil key tasks.</li> <li>Challenging to engage EM in engagement initiatives.</li> </ul>	<p>Early on promotion of community and caravan-based sessions in and around District. Encourage EM involvement, and consider alternative engagement strategies rolled out by other Councils. Mayor and CE to lead this process.</p> <p>Confirm resource requirements with task owner(s), outsourcing options, and budget allocation. Collaboration with Comms team to develop outcomes and outputs.</p>	✓
3	Review LTP Policies Courtney   Aug-Dec 2020	Updated and adopted policies Courtney   Dec 2020	Undertake review of mandatory and linked LTP policies and update.		<ul style="list-style-type: none"> <li>Changes required increases workload, extending timeframes, impacting on other project tasks.</li> </ul>	<p>Not much change to S&amp;E. Engage key stakeholders and SLT on Maori Decision-making after 20 Oct when TOR for MSC confirmed. No separate SCP on RFP since main content is in Rates Proposal out for consultation in Nov 2020. Other pols for audit review in 2021, liability management, investment, development or financial contributions, present to FARC in 2021.</p> <p>Confirm resource requirements with task owner(s), and factor impact of delay and added work to linked tasks and broader LTP timeframe. Set adequate QA and lag time for review and fix-ups.</p>	
4	Review LTP, CD structure and format Kim, Kat   Sep 2020	Formatting conventions, layout guidelines Kim, Kat   Sep 2020	Development of visual design and structural requirements for CD and LTP documents, with formatting and layout conventions sorted through storyboard process.	Production of LTP CD in auditable form until was late, and delays meant limited internal quality assurance processes on CD.	<ul style="list-style-type: none"> <li>Conflicting ideas on design and structure.</li> </ul>	<p>Collaborate to use Council's visual identity as a guide, with clear ideas on structure and formatting communicated at outset.</p> <p>Clean, clear, consistent look and feel. Use ID fonts with larger body text, but replace ID colours with higher saturated options for headings and icons. A4 portrait, square-spine, align to new VI.</p>	✓
5	Conduct Rating Review, Workshops, Consultation, Deliberations and Hearings Stephen Ha, Gary, David, Kitea   Sep - Dec 2020	Preferred Rating Proposal for Consultation, Decision on preferred option Stephen Ha, Gary, David, Kitea   Dec 2020	Review of Council's current and future funding requirements. Development of options relating to Council's funding mechanisms, targeted and differential rates. Recommendation to Council about service priorities.	Prior rating review undertaken at a time which distracted resources from development of financial model. Consider timing of next review. Note risks and complexities of current rating structure.	<ul style="list-style-type: none"> <li>Rating review undertaken at extremely busy time close to LTP development, pushing pre-engagement timing out. Consider timing of next review. Note risks and complexities of current rating structure.</li> </ul>		✓
6	Volumise LTP Structure and Format	Amended Formatting conventions, layout guidelines	Structure LTP content into physical volumes, consistent with content plan.		<ul style="list-style-type: none"> <li>Conflicting ideas on design and structure.</li> </ul>	<p>Collaborate to use Council's visual identity as a guide, with clear ideas on structure and formatting communicated at outset. Volumising the document means final LTP is delivered in a more cost-efficient and physically well-structured manner.</p>	✓
7	Develop LTP Content Plan Kim   Sep-Oct 2020	LTP Content Plan Kim   Oct 2020	Development and restructure of LTP content plan, identifying key components, milestones and timeframes required to deliver Council's LTP. Presented to SLT and AMs.		<ul style="list-style-type: none"> <li>Early stage timeframes are unreasonable or inaccurate. Unsure if requirement to consult.</li> <li>Limited internal resources to fulfil key tasks.</li> </ul>	<p>Present early-stage project plan to SLT and AMs, ensuring key stages, timeframes and milestones understood. Factor in timeframes to consult.</p> <p>Use feedback to refine tasks and timeframes, provide regular updates on progress. Confirm resource requirements with task owner(s), outsourcing options, and budget allocation.</p>	✓
8	Present Communitrak Results	Council report with final Communitrak Survey Results and Verbatim Responses for 2020.	Present Council with results of the 2020 Communitrak Survey, and workshop results, methodology and future options with EM.				✓
9	Build, review first cut LTP budgets	First cut budgets	Draft LTP, 10-30Y budgets	Same as task 11 in Section 1.	Same as task 11 in Section 1.	Same as task 11 in Section 1.	

## WDC LONG TERM PLAN 2021-2031

## DETAILED PROJECT PLAN | RISK MANAGEMENT SCHEDULE

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	Gary, SLT, AMs   Oct-Nov 2020	Gary, SLT, AMs   Nov 2020				
10	Review and Restructure Activity Management Plans Kim, AMs   Nov 2020	Reviewed and Restructured activity groupings and draft AMPS Kim, AMs   Nov 2020	Review and development of activity management plans, providing description of activity, rationale for delivery, contribution to outcomes, basis of community judgement on LOS, major linked projects.		<ul style="list-style-type: none"> <li>Disconnect or lack of ownership of GAMPs by activity managers.</li> <li>Limited internal resources to fulfil key tasks.</li> </ul>	Assign development to activity managers, requirement for them to 'tell the story' to build ownership of GAMPs and commitment to LTP. Confirm resource requirements with task owner(s), outsourcing options, and budget allocation.
11	Develop LTP Consultation Strategy Kitea, Kim Aus   Nov 2020	LTP Consultation Strategy Kitea, Kim Aus   Nov 2020	Development of strategy outlining plan and methods for consulting with public on LTP. Kim to report in LTP updates.		<ul style="list-style-type: none"> <li>Limited internal resources to fulfil key tasks.</li> <li>Challenging to engage EM in engagement initiatives.</li> </ul>	Early on promotion of community and caravan-based sessions in and around District. Encourage EM involvement, and consider alternative engagement strategies rolled out by other Councils. Mayor and CE to lead this process.  Consider alternative engagement strategies rolled out by other Councils i.e. Far North, rather than traditional community meetings and hearings, have planned drop-in sessions, higher quality engagement. Increased digital engagement methods. Confirm resource requirements with task owner(s), outsourcing options, and budget allocation. Collaboration with Comms team to develop outcomes and outputs.
12	Develop LTP Pre-Engagement Resources Stephen Ha, Kim Kat   Nov 2020	LTP Pre-Engagement Resources Stephen Ha, Kim Kat   Nov 2020	Develop promotional materials for LTP pre-engagement based on pre-engagement strategy.		<ul style="list-style-type: none"> <li>Limited internal resources to fulfil key tasks.</li> </ul>	Clear collaboration with Comms team to develop outcomes and outputs.
13	Review Revenue and Financing Policy (RFP) Stephen Ha, Gary   Nov 2020	Draft RFP Stephen Ha, Gary   Nov 2020	Review and development of RFP, with Council's decisions around the funding tools described in financial statements, and compliance with funding policy process in Section 101(3) of LGA.	Prior RFP review completed effectively but timing was a challenge with completion too close to development of CD. Needed clearer understanding of strategic priorities of new Council.	<ul style="list-style-type: none"> <li>Complexity of information, in RFP, a challenge in making it understandable to community.</li> <li>Contentious nature of subject of consultation. Limited internal resources and capacity.</li> </ul>	Outcomes of Rates review workshops will help inform review of RFP. Robust engagement plan mapped out with clear 'plain English' messaging and explanations.  No separate SCP on RFP since main content is in Rates Proposal out for consultation in Nov 2020. Confirm resource requirements with task owner(s), outsourcing options, and required budget allocation.
14	Complete final risks and assumptions Kim, Gary   Nov 2020	Final assumptions Kim, Gary   Nov 2020	Disclosure of all significant forecasting assumptions, describing levels of uncertainty and effect on estimates. Align to FS and IS.	With limited staff involved in work in forecasting, time to develop the assumptions, inputs and outputs of the model, and assure the integrity of model was optimistic.	<ul style="list-style-type: none"> <li>Inconsistent application of assumptions. Copying assumptions from others without considering relevance to us.</li> <li>Some key assumptions missed. Assumptions not aligned with FS and IS.</li> <li>Measures don't support underlying story of LTP. Misalignment between rationale for LOS, measures and targets. Hard for public to understand.</li> <li>Difficulty drafting measures that are meaningful, relevant across activities. Limited internal resources to fulfil key tasks.</li> </ul>	Engage variety of info sources, e.g. prior LTP, Stats NZ, ED strategies, AMPs, GAMPs, growth projections, and valuations etc. Ensure all team members including consultants have final versions to inform their document preparation to ensure consistency in assumptions and messaging.
15	Refine SSPs Juanita   Nov 2020	Final updated list of all measures and targets across activities. Juanita   Nov 2020			<ul style="list-style-type: none"> <li>Measures don't support underlying story of LTP. Misalignment between rationale for LOS, measures and targets. Hard for public to understand.</li> <li>Difficulty drafting measures that are meaningful, relevant across activities. Limited internal resources to fulfil key tasks.</li> </ul>	Avoid technical measures, supply context so readers can understand why measures important to them. Describe only measures linked to major LOS.  Identify any inconsistencies in performance reporting across activities in Council. Confirm resource requirements with task owner(s), outsourcing options, and budget allocation.
16	Refine First Cut 10y Budgets Gary, SLT   Nov 2020	Refined budgets Gary, SLT, AMs   Nov 2020	Draft LTP, 10-30Y budgets	Same as task 11 in Section 1.	Same as task 11 in Section 1.	Same as task 11 in Section 1.
17	Confirm Key Projects, Issues for CD Juanita   Nov-Dec 2020	Key Projects and Issues Content for CD Juanita   Dec 2020			<ul style="list-style-type: none"> <li>Internal resources seconded to other duties. Late recruitment to support fulfilment of tasks.</li> </ul>	Confirm resource requirements with task owner(s) and CEO, outsourcing options for workarounds, and budget allocation.
18	Budget 10y Workshop EM, Update Budget Gary, EM   Dec 2020	Updated 10Y Budget Gary, EM   Dec 2020			<ul style="list-style-type: none"> <li>Changes required increases workload, extending timeframes, impacting on other project tasks. Unreasonable, un-scoped or late requests for rework.</li> </ul>	
19	Audit Review 1: IS, AMPs, 10y Financials Gary, Kim   Dec 2020				<ul style="list-style-type: none"> <li>Changes required increases workload, extending timeframes, impacting on other project tasks. Unreasonable, un-scoped or late requests for rework.</li> </ul>	
20	Extraordinary IC to present IS, AMPs Kim, Gary   Nov 2020				<ul style="list-style-type: none"> <li>Changes required increases workload, extending timeframes, impacting on other project tasks. Unreasonable, un-scoped or late requests for rework.</li> </ul>	

## JAN 2021 – JUN 2021

ID	KEY TASK	OUTPUT	DETAILS	AUDIT INPUT 2018 LTP	RISK (LIKELIHOOD)	RISK MANAGEMENT
1	Build Long Term Plan Kim, Kat   Jan - May 2021	Draft Long Term Plan Proper Kim, Kat   May 2021	Development and completion of full LTP document. Draft LTP presented to Audit and FARC.		<ul style="list-style-type: none"> <li>Limited internal resources to fulfil key tasks. Unreasonable, un-scoped or late requests for rework.</li> <li>Internal resources seconded to other duties. Late recruitment to support fulfilment of tasks.</li> <li>Interim CEO from November 2020.</li> <li>New CEO unfamiliar with leadership commitment required for LTP.</li> </ul>	Confirm resource requirements with task owner(s) and CEO, outsourcing options for workarounds, and budget allocation.  Ensure CEO is kept abreast of LTP project plan and risks, ensure support given to rollout of LTP project.
2	Review Financial Strategy (FS) Gary   Jan 2021	Draft Financial Strategy Gary   Jan 2021	Review and development of Council's Financial Strategy (FS), synthesising the financial implications, constraints, and consequences of Council's policy decisions, and setting the direction for the way these will be managed.	Prior FS needed greater focus on long-term financial stability, and risks to financial sustainability of extending rates and debt levels. Focused on significant spending in first 2-6 years and that debt would come down by end of 10-year period.  Reflect on how FS (and therefore sustainability of Council) will face demands beyond the next 10 years.	<ul style="list-style-type: none"> <li>Disconnect between IS, AMPs, and FS.</li> <li>Key and increasing challenge related to cost of maintaining infrastructure in 3-waters and roads. Lack of room for manoeuvre with contracts locked in.</li> <li>Key and increasing challenge related determining realistic thresholds.</li> </ul>	Ensure FS is linked with IS – both tell a story about LOS, costs, risks and trade-offs, with key decisions and options with implications of these.  Review content and processes to ensure key documents developed in more cohesive manner.  Early engagement with EM to set the scene and outline challenges. Identify implications through LOS workshops.
3	LTP Pre-engagement SLT, EM   Jan 2021	LTP Pre-engagement SLT, EM   Jan 2021	Delivery of pre-engagement programme with community, based on pre-engagement strategy.		<ul style="list-style-type: none"> <li>Challenging to engage EM in engagement initiatives.</li> </ul>	Engage Council early on engagement methods. Consider more targeted approach, rather than open.
4	Audit Review 2: Financial Strategy and Policies SLT, EM   Jan 2021				<ul style="list-style-type: none"> <li>Process considered a 'bolt-on' with no real purpose.</li> </ul>	

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5	Workshop Rates Model Gary, EM   Jan 2020	Draft Rates Model Gary, EM   Jan 2020	Develop final rates model and present to EM		<p>■ Changes required increases workload, extending timeframes, impacting on other project tasks. Unreasonable, un-scoped or late requests for rework.</p>	Reprioritise some projects to focus on making necessary changes in final week.	
6	Develop CD Kim, Kat   Jan - Feb 2020	Audited CD Kim, Kat   Mar 2020	Development of Council's LTP CD. Presented to Audit and FARC, socialised with Council, Hot Review OAG. Required changes made.	Prior LTP CD included too many projects to consult on.	<p>■ Limited internal resources to fulfil key tasks.</p> <p>■ Unreasonable, un-scoped or late requests for rework.</p>	Careful collaboration through Task 20 of previous section. Key projects and issues content for CD. Present smaller number of key issues and articulate these more effectively.	Review other Councils' CDs to develop insights for improved CD delivery. Confirm resource requirements with task owner(s), outsourcing options, and budget allocation.
7	Consult on RFP Stephen Ha, Gary   Feb 2021	Adopted RFP Stephen Ha, Gary   Feb 2021	Consult on RFP, with Council's decisions around the funding tools described in financial statements, and compliance with funding policy process in Section 101(3) of LGA. Present to Council.	Prior RFP review completed effectively but timing was a challenge with completion too close to development of CD. Needed clearer understanding of strategic priorities of new Council.	<p>■ Complexity of information, in RFP, a challenge in making it understandable to community.</p> <p>■ Contentious nature of subject of consultation. Limited internal resources and capacity.</p>	Outcomes of Rates review workshops will help inform review of RFP. No separate SCP on RFP since main content is in Rates Proposal out for consultation in Nov 2020. Confirm resource requirements with task owner(s), outsourcing options, and required budget allocation.	
8	Finalise and adopt Infrastructure Strategy and AMPs. Stephen   Mar 2020	Adopted Infrastructure Strategy and AMPs Stephen   Mar 2020	Final IS and AMPs presented to IC and Audit. Presented to Council for adoption.		<p>■ Changes required increases workload, extending timeframes, impacting on other project tasks.</p>	Confirm resource requirements with task owner(s), and factor impact of delay and added work to linked tasks and broader LTP timeframe. Set adequate QA and lag time for review and fix-ups.	
9	Finalise and adopt Financial Strategy Gary   Mar 2020	Adopted Financial Strategy Gary   Mar 2020	Draft FS presented to FARC and Audit. Presented to Council for adoption.		<p>■ Changes required increases workload, extending timeframes, impacting on other project tasks.</p>	Confirm resource requirements with task owner(s), and factor impact of delay and added work to linked tasks and broader LTP timeframe. Set adequate QA and lag time for review and fix-ups.	
10	Undertake LTP Consultation SLT, EM   Apr 2021	Submissions, analysis on feedback SLT, EM   Apr 2021	Undertake consultation with community on key issues in LTP CD as outlined in Consultation Strategy. Options considered and decided on.		<p>■ Low-levels of engagement. Missing hard-to-reach members of community.</p> <p>■ Challenging to engage EM in engagement initiatives. Lack of engagement and ownership.</p>	Engage Council early on engagement methods. Mayor and CE to lead this process.	
11	Submissions and Hearings SLT, EM   May 2021	Documented decisions on key project options SLT, EM   May 2021					
12	Develop Final LTP Kim, Kat   May 2021	Audited LTP Kim, Kat   May 2021	Draft LTP presented to Audit and FARC, socialised with Council. Required changes made.		<p>■ Unreasonable, un-scoped or late requests for rework.</p>	Ongoing communications and progress updates with EM leading up to LTP development, to reduce likelihood of large and late amendments.	
13	Adopt LTP, Strike Rates Kim, Gary   June 2021	Adopted LTP Kim, Gary   June 2021	Audited LTP presented to Council for adoption.		<p>■ Changes required increases workload, extending timeframes, impacting on other project tasks.</p>	Confirm resource requirements with task owner(s), and factor impact of delay and added work to linked tasks and broader LTP timeframe. Set adequate QA and lag time for review and fix-ups.	

## KEY:

AP	Annual Plan
CD	Consultation Document
EM	Elected Members
FARC	Finance, Audit and Risk Committee
FS	Financial Strategy
IC	Infrastructure Committee
IS	Infrastructure Strategy
LGA	Local Government Act 2002
LOS	Levels of Service
LTP	Long Term Plan
RFP	Revenue and Financing Policy
SLT	Senior Leadership Team

### 8.3 HEALTH & SAFETY UPDATE

**Author:** Kevin Stevenson, Kaiurungi Kore Whakawhara Zero Harm Officer

**Authoriser:** Kitea Tipuna, Tumu Whakarae Taupua Interim Chief Executive Officer

**Appendices:** 1. October report [↓](#)

#### 1. PURPOSE

- 1.1 This report provides information for Committee on Council's health and safety (H&S) matters. No decisions are required by Committee at this stage.

#### RECOMMENDATION

The Kaiurungi Kore Whakawhara Zero Harm Officer RECOMMENDS that Committee receive the report.

#### 2. BACKGROUND

- 2.1 Regular reporting of health and safety compliance ensures that Wairoa District Council recognises its moral and legal responsibility to provide a safe and healthy work environment for its workers (employees, contractors, and volunteers). This commitment extends to ensuring its operations do not place the local community at risk of injury, illness, or property damage.
- 2.2 Consideration of this matter contributes to Council's vision of 'Connected Communities; Desirable Lifestyles; Treasured Environments', it also contributes to the following community outcomes:
- A safe and secure community.
  - A lifetime of good health and well-being.
  - A safe and integrated transport system.
  - Strong district leadership and a sense of belonging.
  - Safe and accessible recreational facilities.

#### 3. CURRENT SITUATION

- 3.1 **Hazard Identification/Register/Accident or Near Miss Reports:** Seven incidents have been reported for the period since the Committee's last update in September. Two involving the same person for abuse and threatening Council staff. Police are investigating and will contact the Council after the investigation has been completed. Two minor motor vehicle incidents involving a broken wing mirror and a Taillight lens in the other incident. An injury occurred to a staff member at the oxidation ponds at Tuai and resulted in a broken rib from a rake handle. An engineering solution was found and put in place to eliminate this from happening again. A back strain occurred to a staff member at the Archives Building because of bad lifting techniques. The staff member has been given training in the correct way to lift heavy boxes safely avoiding this reoccurring. A visiting SPCA Officer walked into a meter box while reading a document



instead of watching where he was walking. A small amount of bruising occurred to his shoulder as a result and did not require treatment or time off work.

### **3.2 Staff Training**

Online Training is continuing for staff members from some departments to complete assignments for Diplomas and higher studies in their chosen fields.

### **3.3 Health and Safety Committee.**

The Committee has not met this month because of a large workload by staff and has been rescheduled for the 12<sup>th</sup> November with a full agenda. The bike shed and rubbish room have been completed and awaiting the instillation of the bike rake to be installed. Wellbeing project the Teepa Temma Challenge has been completed and was a great success, the staff that participated are looking forward to next years challenge.

### **3.4 Safety Audits Summary**

Several on site safety inspections have been undertaken on Sewage Pump Stations this month and the playground at Alexander park resulting in new fencing and lighting to be put in place to provide a safer environment for contractors and children to operate in at the same time.

### **3.5 Collaborative Health and Safety Project.**

The five Health and Safety officers in the region are working on a project together to assist the Hawks bay Emergency Management group to develop a policy and procedure for Health and Safety during the activation of the EOC .This will be ongoing for the next month.

The Committee is asked to consider the content of this report and advice of any practice or process changes.



**Further Information**

<http://www.worksafe.govt.nz/worksafe/>

<https://www.sitesafe.org.nz/>

<http://www.guardianangelsecurity.co.nz/>

**Signatories**

	
Author Kevin Stevenson	Approved by Kitea Tipuna

