

**KAIKOURA DISTRICT COUNCIL MEETING HELD AT 9.00AM ON
WEDNESDAY 17 FEBRUARY 2016 AT MEMORIAL HALL SUPPER
ROOM, ESPLANADE, KAIKOURA.**

AGENDA

1. *Apologies*
2. *Open Forum – Session for members of the public wishing to comment on items included in this agenda.*

The Council meeting will adjourn following this item and will resume following the Finance and Policy Committee meeting.

3. *Matters of Importance to be raised as Urgent Business*
4. *Governance of Innovative Waste Kaikoura Limited* *page 74*
5. *Finance Audit and Risk Committee* *page 83*
6. *Six Month Update Report* *page 87*
7. *Work Plan 2016* *page 95*
8. *1.00pm NZ Police Update*
 - An update from Kaikoura Police will be provided in Public Excluded

9. *Public Forum*

TIME	NAME	SUBJECT
1.15pm	<i>Paul Stemmer</i>	<i>Civic Building</i>
1.45pm	<i>Ralph Hogan</i>	<i>Accountability Improvement Resolutions – page 97</i>

10. *Notice of Motion* *page 99*
11. *Committee Updates*
12. *Mayor's Report* *page 100*
13. *Minutes to be Confirmed:*
 - *Council 16/12/2015* *page 101*
14. *Reports to be Adopted:*
 - *Works & Services Committee 16/12/2015* *page 107*
 - *Environmental Services Committee 16/12/2015* *page 108*
 - *Finance and Policy Committee 16/12/2015* *page 109*
15. *Minutes to be received*
 - *Kaikoura Zone Water Committee 28/10/2015* *page 111*

16. Urgent Business

17. Council Public Excluded Session

Moved, seconded that the public be excluded from the following parts of the proceedings of this meeting, namely

- a. Confirmation of Minutes of Council Public Excluded meeting on 16/12/2015**
- b. Sale of Council Properties**
- c. Development Contribution Subcommittee Minutes**
- d. Appointment of New Civil Defence Controller**
- e. Civic Centre Building Report**
- f. New Zealand Police Update**

The general subject 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(1) and 7(2)(i) of the Local Government Information and Meetings Act 1987 for the passing of this resolution are as follows:

General subject of each to be considered	Reason for passing this resolution in relation to each matter	Grounds of the Act under which this resolution is made
Minutes of the Council Public Excluded meeting 16/12/2015.	The exclusion of the public from the whole or the relevant part of the proceedings of the meeting is necessary to protect the privacy of natural persons.	Section 48(1)(a) and 7(2)(a)
Sale of Council Properties	The exclusion of the public from the whole or the relevant part of the proceedings of the meeting is necessary to enable the Local Authority to protect information where the making available of that information would likely unreasonably to prejudice the commercial position of the person who supplied the information or who is the subject of the information.	Section 48(1)(a) and 7(2)(b)(ii)
Development Contribution Subcommittee Minutes	The exclusion of the public from the whole or the relevant part of the proceedings of the meeting is necessary to protect the privacy of natural persons.	Section 48(1)(a) and 7(2)(a)
Appointment of New Civil Defence Controller	The exclusion of the public from the whole or the relevant part of the proceedings of the meeting is necessary to protect the privacy of natural persons.	Section 48(1)(a) and 7(2)(a)
Civil Centre Building Report	The exclusion of the public from the whole or the relevant part of the proceedings of the meeting is necessary to enable the Local Authority to protect information where the making available of that information would likely unreasonably to prejudice the commercial position of the person who supplied the information or who is the subject of the information.	Section 48(1)(a) and 7(2)(b)(ii)
New Zealand Police Update	The exclusion of the public from the whole or the relevant part of the proceedings of the meeting is necessary to protect information which is subject to an obligation of confidence or which any 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 to prejudice the supply of similar information or information from the same source, and it is in the public interest that such information should continue to be supplied.	Section 48(1)(a) and 7(2)(c)(i)

Governance of Innovative Waste Kaikoura Limited

Purpose

The purpose of this report is to provide Council with guidance and advice pertaining to governance and monitoring of the Council Controlled Organisation, Innovative Waste Kaikoura Limited (IWK).

Background

A question was raised regarding the governance of IWK at the December 2015 Council meeting. The Governance of a Council Controlled Organisation is covered in the Local Government Act 2002 (LGA).

Section 6 of the LGA outlines the conditions a Council Controlled Organisation must meet in order to comply with the LGA. The excerpt from Section 6 of the LGA below outlines the conditions and whether Kaikoura District Council currently complies with the definition in regard to IWK:

Council-controlled organisation means a council organisation that is—

(b) an entity in respect of which 1 or more local authorities have, whether or not jointly with other local authorities or persons,—

(i) control, directly or indirectly, of 50% or more of the votes at any meeting of the members or controlling body of the entity; ...

Current Structure

IWK is an entity that is controlled through the Enhancement Trust. Oversight of the Enhancement Trust is undertaken by appointed Trustees being Mayor Winston Gray, Councillors Harmon and Blunt. Trustees are able to be removed or appointed by the Council as per section 8.2 of the Trust deed by written notice to the Trust. In 2012 The Trust was exempted from the requirements of being a Council Controlled Organisation but Innovative Waste Kaikoura Limited remains a Council Controlled Organisation.

The Trust owns 100% of Innovative Waste Kaikoura Ltd, which is the company responsible for the day-to-day management of the Resource Recycling Centre and landfill facility. The Trust achieves its objectives through its ownership of Innovative Waste Kaikoura Ltd. Innovative Waste is the company responsible for the day-to-day management of the district landfill and recycling facility, and the company is committed to Council's zero waste philosophy. The company actively promotes reduction, reuse, and recycling of materials, and undertakes weekly kerbside collection of recyclable material. IWK has also initiated various environmental projects, such as Trees for Travellers, international volunteer beautification projects, and a new demolition team aimed at the reuse of demolition materials. At the Works and Services meeting of 18 February it was adopted that the way forward for the future delivery of water, wastewater and stormwater services in Kaikoura District would include the option of using Innovative Waste Kaikoura, a council controlled organisation owned by Kaikoura District Council.

Legal Implications

Section 64 of the LGA states that a council controlled organisation must report to its shareholders through a Statement of Intent before March. IWK has prepared a Statement of Intent which was approved by the Trust.

That Statement of Intent (SOI) must be prepared in accordance with Schedule 8 of the Act. The board of IWK must deliver to the shareholders, before March of each year a copy of the Statement of Intent.

The purpose of a statement of intent is to—

- a) State publicly the activities and intentions of a council-controlled organisation for the year and the objectives to which those activities will contribute; and
- b) Provide an opportunity for shareholders to influence the direction of the organisation; and
- c) Provide a basis for the accountability of the directors to their shareholders for the performance of the organisation.

Paragraph 3 of the Statement of Intent 2015/2016 outlines the activities of the organisation for the coming financial year and also the nature and scope of activities undertaken by the organisation.

1. Nature and Scope of Activities

IWK is in the business of minimising waste and maintaining and managing public infrastructure. The company's main service offerings currently are as follows:

- a) Waste minimisation and management through the provision of recycling services and landfill management*
- b) Environmental rehabilitation preservation and development through the Trees for Travellers programme*
- c) Maintaining water and wastewater infrastructure predominately for local authorities*
- d) Maintaining public toilet facilities in Kaikoura.*

IWK's current area of operation is in the upper South Island. The company is open to investigating opportunities elsewhere in New Zealand where they are advantageous and where there are synergies with the existing business and will enhance the company's financial position.

IWK may consider entering into joint ventures when appropriate in order to capitalise on commercial opportunities.

The organisation is carrying out the activities as stated.

Given the overall accountability of Council for the financial performance of the group, it is recommended that the Trust should submit a copy of the SOI to Council for formal adoption.

It is also recommended that in the event IWK enter any joint ventures to capitalise on commercial opportunities, a report be brought to Council for final approval given this may potentially impact the financial statements and performance of Council.

This does not limit the ability of the Board of Directors to commercially operate IWK but does allow for transparency and visibility of financial information and potential impacts to be considered by Council. Council has in the past provided letter of comfort in support of IWK and so monitoring of financial and non-financial service delivery is important. In addition, it is aligned with the IWK SOI "No surprises" paragraph in 8.1.

The company will operate on a 'no surprises' basis in respect of significant Shareholder-related matters, to the extent possible in the context of commercial sensitivity and confidentiality obligations.

Any sensitive issues that could result in media attention or issues will be communicated to the Shareholder as soon as possible.

Governance Requirements

Paragraph 9 of Schedule 8 of the LGA governs the contents of SOI's which includes governance requirements.

The Statement of Intent for IWK was examined and Section 4, of the document outlines Governance. The Governance section outlines clearly how the company operates and also the requirements for reporting.

IWK's Board of Directors is responsible for the corporate governance of the company. The Board and management are committed to ensuring the company operates to the recognised principles of best practice governance and adheres to high ethical standards.

This statement presents an overview of the main corporate governance policies of the company.

4.1 Board Role and Responsibility

IWK's Board of Directors is appointed by the Shareholder, Kaikoura Enhancement Trust, and is responsible for the direction and control of the company's activities. The primary objective of the Board is to build long-term Shareholder value, lengthen the life of the existing landfill and provide general utility maintenance services with due regard to stakeholder interests. The Board does this by setting strategic direction and context and focusing on issues critical for its successful execution.

The Board has delegated to the General Manager the day-to-day leadership and management of the company. The General Manager has formally delegated certain authorities to direct reports and has established a formal delegated authority framework for those direct reports to sub-delegate as appropriate.

Currently all members of the Board are non-executive Directors.

The Board endorses and adheres to the principles of the Institute of Directors of New Zealand and the Four Pillars of Governance Best Practice for New Zealand Directors.

4.2 Responsibility of Shareholder

In accordance with Section 64 of the Local Government Act 2002, each February the company submits to the Shareholder a draft SOI for the coming financial year. The SOI sets out the objectives, activities, intentions, financial and performance targets.

After due consideration and discussion with the Shareholder and completion of the annual business planning and budgeting, the final SOI is approved by the Board of Directors and delivered to the Shareholder in May.

4.3 Board Composition

The company's Constitution provides that the Board will consist of a maximum of 4 Directors. Currently the Board comprises 2 non-executive Directors. With the prior approval of the Shareholder, the Board may appoint one full-time executive as a Director of the company.

All Directors are appointed by the Shareholder, the Kaikoura Enhancement Trust.

The Shareholder has the right to appoint a Chairman and if it considers appropriate, a Deputy Chairman for such periods as it sees fit. If the Shareholder does not exercise that right, then the Board

may elect their own Chairman or Deputy Chairman. The Board currently does not have a Deputy Chairman.

The Board supports the separation of the role of the Chairman and General Manager. The Chairman's role is to manage and provide leadership to the Board and to facilitate the Board's interface with the General Manager.

4.4 Conflicts of Interest

The Board is conscious of its obligations to ensure that Directors avoid conflicts of interest (both real and apparent) between the company and their own interests. Where conflicts of interest do exist at law, then the Director/s concerned must disclose their interest, excuse themselves from any Board discussion and not receive any Board papers in respect of those interests.

The company maintains a Board and Management Interests Register and reviews this register at each Board meeting.

4.5 Nominations and Appointments of New Directors

The procedures for appointing and removing Directors are governed by the company's Constitution. When considering candidates to act as Director, the Shareholder considers such factors as it deems appropriate, including experience, qualifications, availability and judgement of candidate, and the candidate's ability to work alongside Directors.

4.6 Board Meetings

Each year there are 12 scheduled meetings of the Board. The Board also meets as required between the scheduled meetings.

The Chairman and General Manager establish meeting agendas to ensure adequate coverage of all key issues. The Directors generally receive board papers 3 days in advance of Board meetings, except in the case of special meetings for which the time period may be shorter.

Directors are entitled to have access, at all reasonable times, to all relevant company information and to the company's management team. Any Director is entitled to obtain independent professional advice relating to the affairs of the company or to his or her other responsibilities as a Director. If a Director considers such advice necessary, the Director shall first gain the approval of the Chairman, and having done so, shall be free to proceed. The Board meet in regularly Director-only sessions, without the General Manager or other management present.

4.7 Director Induction and Education

Upon appointment to the Board, all new Directors undergo a tailored induction programme appropriate to their experience to familiarise them with IWK's business and strategy. The programme includes one-on-one meetings with management and visits to facilities managed by the company.

Directors are expected to keep themselves informed of changes and trends in the company's business and in the environment and markets in which the company operates.

All Directors will undertake continuous education so that they may appropriately and effectively perform their duties.

4.8 Board Performance Review

The Board Reviews its own performance and the performance of the General Manager. The process includes one-on-one meetings between the Chairman and each Director, as well as regular Board discussion on governance and performance issues.

4.9 General Manager Performance Review

The Board reviews the performance of the General Manager against his key performance objectives at least one a year.

4.10 Director & Officer Insurance

The company has arranged liability insurance for Directors and officers. This insurance ensures that, generally, Directors will incur no monetary loss as a result of actions undertaken by them as Directors of the company arising out of acts or omission of Directors and employees in their capacity as such. Insurance is not provided for dishonest, fraudulent, malicious or wilful acts or omissions.

The company indemnifies the Directors and holds them harmless, to the extent possible by law and as allowed under the company's Constitution, against any proceedings incurred, suffered for expended by or threatened against the Directors with respect to any act or omission in their capacity as a Director. The indemnity excludes gross negligence or wilful default, deliberate action outside the scope of the delegated authority, criminal liability, breaches of duty under section 131 of the Companies Act 1993 and any other liability for which giving an indemnity is prohibited by law.

The Shareholder (Trust and Council) should have a process to ensure the above has been complied with and that a performance review of the Board of Directors occurs.

Once again this should be undertaken by the Trust and Council advised of this compliance. In addition, appointment of directors must be in compliance with section 57 of the LGA.

Reporting Targets and Monitoring

The LGA 2002 states in section

65 Performance monitoring

(1) A local authority that is a shareholder in a council organisation must regularly undertake performance monitoring of that organisation to evaluate its contribution to the achievement of—

- (a) the local authority's objectives for the organisation; and*
- (b) (if applicable) the desired results, as set out in the organisation's statement of intent; and*
- (c) the overall aims and outcomes of the local authority.*

(2) A local authority must, as soon as practicable after a statement of intent of a council-controlled organisation is delivered to it,—

- (a) agree to the statement of intent; or*
- (b) if it does not agree, take all practicable steps under clause 5 of Schedule 8 to require the statement of intent to be modified.*

66 Half-yearly report

(1) Within 2 months after the end of the first half of each financial year, the board of a council-controlled organisation must deliver to the shareholders a report on the organisation's operations during that half year.

(2)

The report must include the information required to be included by its statement of intent.

Current Financial Targets

The Long Term Plan states

Key performance targets for IWK:

The Council's Financial Strategy requires that IWK is expected to produce a minimum of 2% return on equity per annum.

The following are the financial performance targets from IWK's Statement of Intent 2015-2018.

Long-term Financial Targets

	2015/16	2016/17	2017/18
Revenue	1,235,000	1,246,000	1,258,000
Net Profit After Tax	102,000	116,000	148,000
Return on Equity	25%	22.7%	22.94%
Shareholder funds/total assets	52.59%	63.79%	75.35%
Equity	406,000	511,000	645,000
Debt to Debt plus Equity	38.79%	26.19%	16.33%
Earnings per Share	1,020	1,160	1,480
Dividend Ratio	10%	10%	10%

The SOI also reflects the following as being dividend targets to the Council.
Shareholder Dividend Distribution

2015/16	2016/17	2017/18
10,200	11,600	14,800

The primary objective is not to provide a dividend distribution to Council but to deliver services that contribute to the Zero Waste commitment and now social and environmental commitment of the Water Services contracts.

Paragraph 8.4 of the IWK SOI states IWK must provide six monthly reporting to its shareholding. It is recommended that this should be provided to the Trustees for approval with a copy for adoption by Council.

The SOI and targets of IWK were reviewed by Audit New Zealand in their Audit of the Long Term Plan 2015-2025 completed 25 April 2015. No issues were raised in regard to the SOI's. However the shareholder and Council must be able to demonstrate compliance with section 65 and 66 of the LGA.

Financial figures are required to be reported in the half year and at the end of the financial year. IWK is subject to internal audit of which Audit New Zealand are the appointed auditor.

Other Targets

The following are IWK's service performance targets for the 2015/2016 year.

Target	Performance measure 2015/16
Client Satisfaction	Maintain current client satisfaction through annual survey
Health & Safety	5% reduction in TRIF (Total Recordable Incident Frequency) accident rates
Staff Engagement	Maintain current level of staff satisfaction through annual survey
Growth	Obtain a new significant contract

Council's Operations and Maintenance Manager has undertaken a review of service contracts in accordance with Section 17A of the Local Government Act. On 18 February 2015, a report was received in the public excluded section of the Works and Services meeting. At this time Council staff discussed the implications of a Council works unit receiving the contract.

As a result, the water and wastewater contract is being carried out by IWK. This provision of services by IWK is thought to be advantageous to the community for the following reasons:

- Local management of the contract reducing contract costs
- Dual management of contracts reducing contract costs
- Local employment opportunities for sub-contractors
- Social responsibility allowing local employment
- Environmental responsibility

With the introduction of the Waste and Water Service Contract it is recommended that targets and measures be introduced to review the service level delivery in terms of cost efficiency and quality assurance.

Recent health and safety legislative changes may require a review of the health and safety targets and measures.

Any changes should be considered when the IWK SOI is drafted for the 16/17 financial year. This is in compliance with paragraph 10 of Schedule 8 of the LGA which refers to additional content required in SOI's undertaking specific services such as water, stormwater and wastewater.

Recommendation

It is recommended that Councillors receive the information in this report and approve the recommendations in this report

- ***Statement of Intent to be submitted to Council for adoption by the Trust***
- ***Half Yearly report to be received by Council by the end of February 2016***
- ***Quarterly financial reports for IWK be forward to Council for information purposes.***
- ***Council consider amending the ability to enter joint ventures with the prior approval of the Trust and Council in the 16/17 IWK SOI.***
- ***The Trust and Council consider amending the health and safety, cost efficiency and quality assurance targets and measures to incorporate targets and measures relative to the Water and Wastewater services undertaken by IWK in the 16/17 IWK SOI.***

Prepared by	Rachel Vaughan, Regulatory Team Leader
Authorised by	Angela Oosthuizen, Chief Executive Officer

Appendix 1

Relevant Sections of the Local Government Act

Section 6 Meaning of council-controlled organisation and council organisation

(1) In this Act, unless the context otherwise requires,—

council-controlled organisation means a council organisation that is—

(a) a company—

(i) in which equity securities carrying 50% or more of the voting rights at a meeting of the shareholders of the company are—

(A) held by 1 or more local authorities; or

(B) controlled, directly or indirectly, by 1 or more local authorities; or

(ii) in which 1 or more local authorities have the right, directly or indirectly, to appoint 50% or more of the directors of the company; or

(b) an entity in respect of which 1 or more local authorities have, whether or not jointly with other local authorities or persons,—

(i) control, directly or indirectly, of 50% or more of the votes at any meeting of the members or controlling body of the entity; or

(ii) the right, directly or indirectly, to appoint 50% or more of the trustees, directors, or managers (however described) of the entity
council-controlled trading organisation means a council-controlled organisation that operates a trading undertaking for the purpose of making a profit

council organisation means—

(a) a company—

(i) in which equity securities carrying voting rights at a meeting of the shareholders of the company are—

(A) held by 1 or more local authorities; or

(B) controlled, directly or indirectly, by 1 or more local authorities; or

(ii) in which 1 or more local authorities have the right, directly or indirectly, to appoint 1 or more of the directors (however described) of the company; or

(b) an entity in respect of which 1 or more local authorities have, whether or not jointly with other local authorities or persons,—

(i) control, directly or indirectly, of 1 or more of the votes at any meeting of the members or controlling body of the entity; or

(ii) the right, directly or indirectly, to appoint 1 or more of the trustees, directors, or managers (however described) of the entity.

(2) For the purposes of subsection (1), entity means any partnership, trust, arrangement for the sharing of profits, union of interest, co-operation, joint venture, or other similar arrangement; but does not include a company, or a committee or joint committee of a local authority.

(3) If a council organisation is not a company, references in this Act, in relation to the council organisation, to—

(a) equity securities include any form of voting rights in that organisation; and

(b) the directors and the board include trustees, managers, or office holders (however described in that organisation); and

(c) shareholders include any partners, joint venture partners, members, or other persons holding equity securities in relation to that organisation; and

(d) the constitution include any rules or other documents constituting that organisation or governing its activities; and

(e) subsidiaries include any entity that would be a council-controlled organisation if the references to “local authority” or “local authorities” in subsection (1) read “council-controlled organisation” or “council-controlled organisations”.

(4) The following entities are not council-controlled organisations:

(a) a body corporate that carries on an electricity business (whether or not that business is its principal or only business) or a trust that is constituted for purposes which include owning or controlling, directly or indirectly, all or part of an electricity company that carries on that business; or

(b) an energy company within the meaning of the Energy Companies Act 1992; or

(c) a port company or subsidiary of a port company within the meaning of the Port Companies Act 1988; or

(ca) a company in which a port company (within the meaning of the Port Companies Act 1988) holds or controls 50% of the shares; or

(e) New Zealand Local Government Association Incorporated; or

(f) New Zealand Local Government Insurance Corporation Limited and its subsidiaries; or

(g) [Repealed]

(h) a company or other organisation (as defined in subsection (2)) of which the New Zealand Local Government Association Incorporated has control directly or indirectly by whatever means; or

(i) an organisation exempted under section 7.

(5) In this section, terms not defined in this Act, but defined in the Companies Act 1993, have the same meaning as in that Act.

Section 17A of the Local Government Act states:

Delivery of services

(1) A local authority must review the cost-effectiveness of current arrangements for meeting the needs of communities within its district or region for good-quality local infrastructure, local public services, and performance of regulatory functions.

Section 64 Statements of intent for council-controlled organisations

(1) A council-controlled organisation must have a statement of intent that complies with clauses 9 and 10 of Schedule 8.

(2) [Repealed]

(3) [Repealed]

(4) Schedule 8 applies to statements of intent of council-controlled organisations.

(5) A statement of intent—

(a) must not be inconsistent with the constitution of a council-controlled organisation; and

(b) may include and apply to 2 or more related council-controlled organisations.

(6) Despite this section, an organisation that becomes a council-controlled organisation not more than 6 months before the end of a financial year is not required to prepare a statement of intent for that financial year.

Finance, Audit and Risk Sub-Committee

Purpose of the Report

To provide advice regarding the formation of a Finance, Audit and Risk Committee and to agree the Terms of Reference and delegated powers for this sub-committee.

Background

Council at this stage does not have a separate Finance, Audit and Risk Committee and all elected members receive and approve financial reports and policies.

The Local Government Act requires a local authority to ensure prudent stewardship and the efficient and effective use of its resources in the interests of its district or region.

Audit and risk management are essential functions of any governance body. An effective Audit and Risk committee will be based on the following attributes:

- it will have a degree of independence from Council and management which will enable the robust consideration of Council's financial and non-financial risks; and
- the Audit and Risk committee may consist of both elected and non-elected (external appointee) members.

The Importance of Audit and Risk from a Governance Perspective

The role of elected members is to set direction and context within which the administration can operate, to exercise stewardship of the community's assets for today and the future, and to manage risk, promote transparency and strengthen accountability.

It is the role of governance to ensure the integrity and reliability of financial reporting which are cornerstones of transparency and accountability.

Governance must also gain assurance that there is a robust process to manage risks appropriately.

Why Audit and Risk Committees are Necessary

The Local Government Act 2002 (LGA) requires a local authority to manage its revenues, expenses, assets, liabilities, investments, and general financial dealings prudently and in a manner that promotes the current and future interests of the community. The LGA also states that a local authority should ensure prudent stewardship and the efficient and effective use of its resources in the interests of its district or region. Whenever local government undertakes action to support their intended outcomes, there will always be risk. These risks cannot be avoided but must be identified and managed.

The role of an Audit and Risk committee is to use good governance skills to gain an assurance that the risks have been identified and where possible have been mitigated. An Audit and Risk committee is the ideal structure to achieve this.

Monitoring of risk management can be an onerous task for some individual Councillors, and while some of these activities can be delegated to the Chief Executive, it is the Council's role to ensure that there are effective controls in place to ensure that the Council meets both legislative requirements and community expectations

Audit and Risk Committees have a valuable contribution to make in improving the governance, performance and accountability of all local authorities. They can play an important role in examining the Council's policies, processes, systems, and controls to improve its financial management.

Large projects or projects that are not part of 'business as usual' can increase the risk to Council. It is important the Audit and Risk Committee is not just focused on one area of risk, but considers all Councils risks both financial and non-financial.

Managing Risk

The management of risk is the process of identifying, mitigating where possible and monitoring all risks whether financial or non-financial. Good risk management means effective communication with those who are managing and monitoring risks. Risk management is important in helping managers to achieve objectives by addressing any threats to the achievement of these objectives. It assists in decision-making and in identifying opportunities for continuous improvement. Risk management is integral to public sector management and sound corporate governance and improves accountability for decision-making.

Although it is only one of an Audit and Risk Committee's wider functions, effective risk management is a vital responsibility that Audit Committees should always consider. Risk management processes need to be ongoing and embedded in the culture. There should be the potential to re-adjust the organisation around performance improvement.

The governance responsibilities with respect to risk management and internal control can be summarised as follows:

- a) establish a 'tone at the top' that promotes a risk-aware culture;
- b) set the Council's risk approach and framework;
- c) be informed as to the measures that management is taking in relation to significant risks;
- d) ensure that the Council has appropriate processes for identifying, assessing and responding to risks in accordance with the Council's risk approach, and that those processes are operating effectively; and
- e) ensure that the Council's activities are effectively controlled so that management's risk responses and policies are carried out as planned towards the achievement of the Council's objectives.

While establishing an appropriate 'tone at the top', setting the Council's approach to risk and monitoring the strategic risks facing the Council are responsibilities that is with Council, many of the other responsibilities with respect to risk management and internal control can be delegated to the Audit and Risk Committee.

An Audit and Risk Committee can provide expertise by focusing a selected group including existing Councillors on the relevant risks.

Areas of focus for a Finance, Audit and Risk Committee

An Audit and Risk Committee in a local government setting has following key areas of focus:

1. Financial reporting including the following

- a) internal report (monthly and/or quarterly)
- b) long term planning including the financial strategy;
- c) appropriateness of accounting and financial management policies;
- d) annual report; and

2. Risk management and the system of internal controls

- a) setting the Council's appetite for risk;
- b) understanding the key risk areas including likelihood, impact and consequences;
- c) effectiveness of internal controls to mitigate risks; and

d) fraud risk and procurement risk.

3. External audit

- a) relationship with auditor;
- b) understanding scope and engagement;
- c) review significant audit findings/recommendations; and
- d) monitor progress on recommendations.
- e) internal audit

An Audit and Risk Committee must ensure that there are robust processes in place to ensure effective communication with both the full Council and management.

An effective Audit and Risk Committee will ensure that there are adequate internal policies in place that are implemented for compliance with all legislative requirements local authorities face.

Setting up the Audit and Risk Committee

The first step is to establish the role and responsibility of the Audit and Risk Committee and the form and function of the Committee must be agreed by the full Council. It is recommended that the Finance and Audit Committee meet on the same day as Council but focus on the items listed above.

The next step is to select the membership of the Committee. It is possible to have external appointees which can bring additional skill to the Committee that would not normally be available but also brings a degree of independence.

Council also needs to agree delegations given to the Committee which is set in the terms of reference.

Recommended Terms of Reference:

Roles and Responsibilities

- Reviewing effective internal control and risk management systems and programmes
- Monitoring and reviewing existing corporate and financial management policies and recommending new corporate policies
- Monitoring the Council's external and internal audit process;
- Engaging with Council's external auditors regarding the external audit work programme and agreeing the terms and arrangements for the external audit;
- Reviewing the effectiveness of the annual audit and Long Term Plan audit;
- Monitoring management responses to audit reports and the extent to which external audit recommendations concerning internal accounting controls and other matters are implemented;
- Reviewing the effectiveness of the risk assessment/management policies and processes;
- Engaging with internal and external auditors on any specific one-off audit assignments
- Review and approve of the Risk Management Framework and Risk Register
- Review of Statements of Intent and Quarterly Financial Reports for Council Controlled Organisations
- Review of all financial reports.
- Review debt recovery progress and processes

Council would need to appoint elected members to the Finance, Audit and Risk Committee.

Delegations

The Finance, Audit and Risk Committee have the following delegated powers and be accountable to Council for the exercising of these powers.

In exercising the delegated powers, the Audit and Risk Committee will operate within policies, plans, standards or guidelines that have been established and approved by Council, the overall priorities of Council, the needs of the local communities and the approved budgets for the activity.

- The chairperson of the Audit and Risk Committee shall have delegated authority to approve the letter of engagement for the external appointee to the Audit and Risk committee.
- The Audit and Risk committee shall have delegated authority to internal audit programmes, audit engagement letters and letters of undertaking for audit functions and additional services provided by the external auditor.
- The Audit and Risk Committee can recommend to Council adoption, or non-adoption of completed financial and non-financial performance statements; governance policies associated with Council's financial, accounting, risk management, accounting treatments, changes in generally accepted accounting practice; and new accounting and reporting requirements.
- Committee receive and approve all financial reports on behalf of the full Council.

Power to Delegate

The Audit and Risk committee may not delegate any of its responsibilities, duties or powers.

Frequency of meeting

Monthly on the same day as the Council meeting

Implications

Council would replace the Finance and Policy Committee with the Finance, Audit and Risk Committee. This Committee meets on the same day as Council as it would not be possible to produce the financial reports earlier than Council meeting in the third week of the month. The Committee meeting would be a public meeting except for public excluded sections but the Chair of the Committee would provide the full Council with feedback on decisions made per their delegated powers and reports received.

The Finance, Audit and Risk agenda would be circulated to all Councillors. Not all Councillors need to attend the Committee meeting but may choose to attend if desired. The Finance, Audit and Risk Committee would update Council with decisions made and reports received.

Alternatively the existing Finance and Policy Committee could remain with a separate Audit and Risk Committee but their roles would be curtailed to risk management and internal /external audit only.

The Governance Statement would need to be amended to reflect the addition of the respective Committee, their amended Terms of Reference and their delegated powers.

Recommendation

- 1. That Council receive the report for information and agree to form either a Finance, Audit and Risk Committee or alternatively a Risk and Audit Committee.**
- 2. That Council appoint elected members to the respective committee formed.**
- 3. That Council agree and approve the Terms and Reference and delegated powers of the committee formed.**

Prepared by	Angela Oosthuizen, Chief Executive Officer
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Six Month Update Report

The purpose of this report is to provide an update on how we are progressing against targets set in the Long Term Plan.

Not all data is available at this time as some data is only collected annually.

Recommendation:

That the Six Month Update Report be received.

Performance Indicator	Measure	Target	Achieved to 31/12/15	Comment
Water				
The extent to which the Kaikoura District Council's drinking water supply complies with part 4 of the drinking water standards (Bacteria Compliance Criteria)	Compliance per year	100%		Data not currently available
The extent to which the Kaikoura District Council's drinking water supply complies with part 5 of the drinking water standards (Protozoal Compliance Criteria)	Compliance per year	100%		Data not currently available
Percentage of Real Water Loss from the Kaikoura District Council networked reticulation system	% water loss from urban network	1.00%	25%	
Attendance for urgent call-outs: from the time that the KDC receives notification to the time that service personnel reach the site (Hour).	Attendance of call out (hour)	1.0 hour		Data not yet available
Resolution of urgent call-outs: from the time that the KDC receives notification to the time that service personnel confirm resolution of the fault or interruption (Hours)	Resolution of call out (hour)	4.0 hours		Data not yet available
Attendance for non-urgent call-outs: from the time that the KDC receives notification to the time that service personnel reach the site (Day)	Attendance of call out (day)	1 Day		Data not yet available

Resolution of non-urgent call-outs: from the time that the KDC receives notification to the time that service personnel confirm resolution of the fault or interruption (Week)	Resolution of call out (week)	1 week		Data not yet available
Total number of complaints received about drinking water clarity	Complaints per year per 1000 connections	<1 per year per 1000 connections	0	
Total number of complaints received about drinking water taste	Complaints per year per 1000 connections	<5 per year per 1000 connections	0	
Total number of complaints received about drinking water odour	Complaints per year per 1000 connections	<5 per year per 1000 connections	0	
Total number of complaints received about drinking water pressure	Complaints per year per 1000 connections	<10 per year per 1000 connections	0	
Total number of complaints received about drinking water continuity of supply	Complaints per year per 1000 connections	<5 per year per 1000 connections	0	
The total number of complaints received about Council's response to any drinking water issues	Complaints per year per 1000 connections	<5 per year per 1000 connections	0	
The average consumption of drinking water per day per resident within Kaikoura District	Litres	990 litres		Require no of consumers on each scheme
Sewerage				
The number of dry weather sewerage overflows from the	Per 1000 sewerage connections to that sewerage system	< 1 per year	2	Outside Westpac and 12 Beach Road

Kaikoura District Council's sewerage system				
Compliance with the Kaikoura District Council's resource consents for discharge from its sewerage system.	The number of abatement notices The number of infringement notices The number of enforcement orders The number of convictions	0 0 0 0	0 0 0 0	
Attendance to sewerage overflows resulting from a blockage or other fault in the local sewerage system	Attendance time (hour)	1 hour	0	
Resolution of sewerage overflows resulting from a blockage or other fault in the local sewerage system.	Resolution time (week)	1 week	0	
Total number of complaints received about sewerage odour	Per annum	<2 per annum	2	Gillings Lane Hawthorne Road
Total number of complaints received about sewerage faults	Per annum	<3 per annum		Data not yet available
Total number of complaints received about system blockages	Per annum	<3 per annum		Data not yet available
Total number of complaints about Council's response to issues with its sewerage system (per annum)	Per annum	<3 per annum		Data not yet available
Stormwater				
The number of flooding events	Per annum	<5 per annum	0	No floods have occurred
The number of habitable floor areas affected by each flooding event	Per 1000 properties connected to stormwater system	<3 per annum	0	No floods have occurred
Compliance with the Kaikoura District Council's resource consents for discharge from its stormwater system.	The number of abatement notices The number of infringement notices The number of enforcement orders The number of convictions	0 0 0 0	0 0 0 0	

		0	0	
Median response time to attend a flooding event	Hour	1 hour	0	No floods have occurred
Number of complaints received about performance of stormwater system	Per annum	<10 per annum	2	
Major flood protection and control works that are maintained, repaired and renewed to key standards defined in relevant planning documents.	Percentage	100%	0	No work to date
Roads				
Change in number of fatalities and serious injury crashes on local road network	Number	0	0	
The average quality of ride on a sealed urban road network (measured by smooth travel exposure)	NAASRA Count Urban Rural	<100 <280	90 70 for sealed (82.2km) 101 for unsealed (98.6km) average=87	
Percentage of the sealed local road network that is resurfaced	Percentage	1%	0%	
Percentage of footpaths that fall within the level of service	Percentage of formed footpaths (1-3)	37%	80%	
The percentage of customer service requests relating to roads and footpaths which are responded to within one week.	Percentage	100%		Data not yet available
Residents surveyed who are satisfied with urban streets	Percentage	80%	N/A	Data not available this time – survey is undertaken annually.

Residents surveyed who are satisfied with rural roads	Percentage	79%	N/A	Data not available this time – survey is undertaken annually.
Community Facilities				
The number of bookings for the Memorial Hall excluding KDC use per year	Number	52	Achieved	58 days use from 1 July 15 – 31 December 15
Percentage of pensioner housing residents that come under criteria 1.	Percentage	100%	100%	
Residents surveyed who are satisfied with the cemetery	Percentage	95%	N/A	Data not available this time – survey is undertaken annually.
The number of swims per annum	Number	6800		Data not available at this time
The number of people in learn to swim programmes per annum	Number	150		Data not available at this time
The number of aircraft landing per annum	Number	1600	772	Likely to meet annual target.
Residents surveyed who are satisfied with the harbour	Percentage	81%	N/A	Data not available this time – survey is undertaken annually.
Number of slipway users	Number (per year)	3500	1854	Likely to meet annual target
Portion of revenue from commercial activities out of total revenue	Percentage	10%	8.2%	Sale of leased properties has impacted against target, and forestry (MRF) revenue may also be affected by the recent fires
Estimated parking occupancy rate in pay and display during November to February	Number	20000	19,469	Estimated by dividing revenue by \$1 per hour. Will exceed annual target.
Library lending items available per capita	Number per capita	6.3	6.9	
Number of dog control complaints	Number per annum	175		
Residents that have a household with emergency supplies kit	Percentage of survey respondents	90%	N/A	Data not available this time – survey is undertaken annually.

Area of recreational space available per capita	Area of space per person	60m2 per person	Achieved	Reserve area 63.9986ha population 3552 giving over 180m2 per person.
Amount of additional planted Esplanade reserve per year	Area planted per annum	100m2	Achieved	Over 2500m ² planted with joint Project with Kaikoura Water Zone planting 15 th September 2015 For photos see file 22.4.1.
Cleaning and hygiene levels comply with contract for public toilets		100%	Achieved	
Sustainable and Environmental Development				
District Energy Consumption	Gigajoules per person	447689.97		Data only received annually
District Greenhouse Gas Produced	CO2 per person per year	59.85		Data only received annually
District Air quality	NO2 kg/ha SO2 kg/ha PM10 kg/ha	0.85785 0.05985 3.17205		Data only received annually
Solid Waste produced	Kg per person per year	152kg		Data only received annually
Paper use by KDC	Paper reams per employee per year	14.6		Data only received annually
Percentage of pesticides which are biodegradable	% pesticides used	100%		Data only received annually
Percentage of cleaning chemicals which are biodegradable	% of cleaning chemicals	67%		Data only received annually
District biodiversity percentage area under protection	% of total district area under protection	49%		Data only received annually
District Water Quality	% of samples passing "Quality Standard"	70%		Data only received annually
Accredited Tourism Operators	Number	18		
Satisfaction with Mayor, Councillors and Staff	% of residents surveyed	75%	N/A	Data not available this time – survey is undertaken annually.
Community Enhancement				
School leavers with NZQA Level 2 or higher	% of school leavers	66%		Data not available at this time.

Family violence investigations and number where an offence was detected	Number reported per year	34		Data not available at this time.
Participation in Netball and Rugby Clubs	Numbers reported per year	365		Data not available at this time.
Employee and Work Place Counts	Number per year	1600		Data not available at this time.
Council committees which have Runanga representation	Number of committees	7		
Significant Cultural Sites: Destination Budget Allocation	No target available because cultural site is yet to be determined			No target available because cultural site definition yet to be determined.
Destination Recorded Crime Rates: Homicide Assault Theft	% per capita per year % per capita per year % per capita per year	.90% 1.6% 1.6%		Data not available at this time.
Unemployment Rates	Percentage	4%		
Economic Viability / Visitor Experience				
Visitor numbers per annum	Actual visitor numbers from CAM	200,000	58,306	Figures for July through November – December figures not yet available.
Visitor nights per annum	Actual visitor nights from CAM	280,000	99,750	Figures for July through November – December figures not yet available.
Visitor length of stay	Visitor length of stay from CAM	1.6	1.7	Figures for July through November – December figures not yet available.
Percentage of food premises with food control plans	As % of total food premises	50%	62.33%	
Percentage of licenses liquor premises assessed as low to medium risk	As % of total liquor premises	88.89%	N/A	
Percentage of eligible electors who vote in the local body elections	As % of eligible voters	75%	N/A	Data not available at this time. Elections to be held in October 2016.









2016 Work Plan

Attached is a Work Plan for 2016. The Work Plan includes scheduled meeting dates, proposed dates for extraordinary meetings, proposed workshops, consultation dates and other important dates during 2016.

Recommendation:

That the Work Plan 2016 be received for information and be displayed on Council's website.

Key

	Works & Services, Environmental Services, Finance & Policy and Council Meeting
	Water Zone
	Workshop
	Extraordinary Meeting
	Annual plan submissions period
	Public holiday
	Annual report Audit
	Report

	Feb-16	Mar-16	Apr-16	May-16	Jun-16	Jul-16	Aug-16	Sep-16	Oct-16	Nov-16	Dec-16
Monday	1						1				
Tuesday	2	1					2			1	
Wednesday	3 Footpaths report workshop	2 Meeting with Ecan Commissioners 3-5pm			1 Annual Plan Hearing		3			2	
Thursday	4	3			2 Annual Plan Hearing		4	1		3	1
Friday	5	4	1		3	1	5	2		4	2
Saturday	6	5	2		4	2	6	3	1	5	3
Sunday	7	6	3	1	5	3	7	4	2	6	4
Monday	8 Waitangi Day Holiday	7	4	2	6 Queens Birthday	4	8	5	3 Annual Report Audit	7	5
Tuesday	9	8	5	3	7	5	9	6	4	8	6
Wednesday	10	9 Annual Plan Workshop	6	4	8	6 District Plan Workshop	10	7	5	9	7
Thursday	11	10	7	5	9	7	11	8	6	10	8
Friday	12	11	8	6	10	8	12	9	7	11	9
Saturday	13	12	9	7	11	9	13	10	8 Election Day	12	10
Sunday	14	13	10	8	12	10	14	11	9	13	11
Monday	15	14	11	9	13	11	15	12	10	14	12
Tuesday	16	15	12	10	14	12	16	13	11	15	13
Wednesday	17 Council Meeting & AP Workshop	16 Council Meeting	13 Adopt Draft AP	11	15 Council Meeting	13	17 Council Meeting	14	12	16	14
Thursday	18	17	14	12	16	14	18	15	13	17	15
Friday	19	18	15	13	17	15	19	16	14	18	16
Saturday	20	19	16	14	18	16	20	17	15	19	17
Sunday	21	20	17	15	19	17	21	18	16	20	18
Monday	22	21	18 AP Submissions OPE	16	20	18	22	19	17	21	19
Tuesday	23	22	19	17	21	19	23	20	18	22	20
Wednesday	24 Water Zone	23 Annual Plan workshop	20 Council Meeting	18 Council Meeting	22 Adopt Annual Plan	20 Council Meeting	24	21 Council Meeting	19	23	21
Thursday	25 IWK Draft Statement	24	21	19	23	21	25	22	20	24	22
Friday	26	25 Good Friday	22	20 AP Submissions CLOS	24	22	26	23	21	25	23
Saturday	27	26	23	21	25	23	27	24	22	26	24
Sunday	28	27	24	22	26	24	28	25	23	27	25
Monday		28 Easter Monday	25 ANZAC Day	23	27	25	29	26	24 Labour Day	28	26 Boxing Day
Tuesday		29	26	24	28	26	30	27	25	29	27 Christmas Holiday
Wednesday		30 Water Zone	27 Water Zone	25 Water Zone	29 Water Zone	27 Water Zone	31 Water Zone	28 Water Zone	26 Water Zone	30 Water Zone	28
Thursday		31	28	26	30	28 Pre Election Report Due		29	27		29
Friday			29	27		29		30	28 Adopt Annual Report		30
Saturday			30	28		30			29		31
Sunday				29		31			30		
Monday				30					31 Marlborough Anniversary		
Tuesday				31							

To: Kaikoura District Council
From: Ralph S. Hogan
Date: 1 February 2016
Subject: Agenda request: **Accountability Improvement Resolutions**

As mentioned at the December meeting, it is requested that this item be placed on the 17 February 2016 Council agenda. I request an opportunity to address Council on these proposals at a public forum directly prior to any opportunities for motions that may be put on the same subjects.

Although the Code of Conduct does not require there to be a staff report and recommendation prior to a decision, it does say there "should" be. There are already reports on file from the CEO done in October 2014 and from 2012 relating to these items that should satisfy that recommendation. I request any reports and recommendations necessary for a decision be included with this item such that there not be reason for delay.

Considering the requisite 6 months has passed since the last time these items were submitted for approval and that transparency and accountability were common themes of the campaigns for the current Council, I again submit these for consideration.

Part 1: Request for Council to change Standing Orders to require all votes by Members of Council in public meetings to be recorded for the public record.

While this is standard practice in only some local governments in New Zealand, it is commonplace in many democracies around the world.

While the Standing Orders do not require a Member's vote to be recorded on any particular motion, the vote is public at the moment it is taken. But unless a Member calls for a division, whereby all the votes and names must be recorded, those details of each otherwise public vote is obscured from public view forever.

While there is nothing stopping the media reporting it or a member of the public telling others how each Member voted, it is more appropriate that the official record accurately show that information. It is of greater public benefit to have accurate information on how their elected Members of Council vote on any and all issues, not just those that any one Member may feel important.

I would like to speak to some of the arguments that have been brought to bear by Members that have opposed this in the past.

Part 2: Request for Council to resolve to include additional identifying information on all Council reports.

That all reports submitted to council include on the front page of the report:

1. Title of the report
2. Date the report was finalised
3. Name of person or persons authoring the report
4. Title of the person or persons authoring the report

Each following page to include in a footer

1. 1, 2, and 3 above
2. Page number of report

At the end of the report include:

1. The name and title of the CEO or acting CEO endorsing the report.

While these reports may be initially intended to assist Members in coming to proper decisions, they also become part of the public record and become public documents. For research, historical, and accountability reasons, internally and externally, Council should follow basic document control good practice.

Be advised that from the Marlborough District down the East coast, including Hurunui, Christchurch, Timaru, Oamaru's Waikataki, Otago, all the way to Invercargill, that Kaikoura District Council stands alone in this approach. Even Buller over on the West Coast includes the author's names on their reports.

Some also include the names of the responsible supervisor, DDI telephone numbers, District name and page number of total pages in the report as well.

Council's own CEO found in his 2014 report that 10 out of the 11 councils he poled included the names of staff members that authored their reports. His concern for anonymity is a red herring as omitting names is not general practice and only hurts those with proper reasons to have that information.

There are any number of reasons this information should be included on all reports that are to become public documents. This is an established concept of professional document control and should not be controversial.

Thank you for your consideration,

Ralph S. Hogan
0278 171737
ralphhogan@xtra.co.nz

Notice of Motion

9 February 2016

Attention: Mayor Winston Gray and Chief Executive Officer (CEO).

It is the intent of this motion to, at the 17 February 2016 Council Meeting, amend the Standing Orders NZS 9202:2003 as adopted by Kaikoura Council.

Moved by: Darlene Morgan

Seconded by: Tony Blunt

To amend Standing Orders NZS 9202:2003 as adopted by Kaikoura Council for the conduct of all Council Meetings to which these standing orders apply as follows:

*(Page 36) **Members ~~may~~ must have their votes recorded** 3.14.5 ~~Any~~ All member's votes or abstentions must be recorded in the minutes ~~if so requested by that member.~~*

*(Page 38) **Keeping of minutes** 3.17.2 ...; names of ~~any~~ all members ~~requesting the recording of~~ and their abstentions or votes;*

It is the intent of this motion to assure that the minutes of public council meetings reflect the names of members and how each individually voted on all decisions. As long as it is clear who was present at the time of a vote any unanimous decision may be recorded as unanimous rather than naming all. Any non unanimous decision shall also include the number in favour, the number against, and the number of abstentions.

Mayor's Report

Welcome Angela and family to Kaikoura and welcome back Councillors. Locally in 2016 two events of significance will be the official opening of the Hospital and completion and opening of the Civic Centre, Museum and Library.

Gerry, Derrick and I attended the Vehicle Dimensions & Mass (VDAM) meeting at Wigram. Having larger units with more axles and heavier loads does create efficiencies and will allow trucking firms to build a more modern and efficient fleet with fewer loads required to move product around the country. Kaikoura in particular has large numbers of trucks travelling along our coast to the South and North. We have raised concerns that the width and state of the highway in parts along the coast will need to be addressed, also that the Inland Road could bear the brunt of more over dimension loads travelling through there as a result of not being able to navigate tunnels etc.

Recently I attended a meeting at the George Hotel. Chinese Consul Jin Zhiang spoke on the current China economic situation. Growth has slowed however this last year at 6.9% is the first time it has slipped below 7% in 25 years. Still they created more than 13 million new jobs in 2015. The Chinese Government has sped up the pace of reform which has stimulated market dynamics and new driving forces. They are moving rapidly from an investment driven economy to a consumption driven economy. More than 120 million Chinese travelled overseas in 2015, China's contribution to world economic growth is 25 % and is still one of the most important driving forces for world economic growth. China is looking to a greener economy which provides opportunity for expertise from New Zealand. There are 60,000 Chinese studying in New Zealand with 10,000 in the South Island. More than 350,000 Chinese tourists visited last year, which is great, yet this poses some issues with a lack of facilities to cater for tourists during peak season, a shortage of accommodation and many tourist sites still lack complete mandarin facilitated facilities.

Work continues on developing the [CREDS] Canterbury Regional Economic Development Strategy. One of the visitor strategy work streams is to encourage towns throughout the region to provide free wifi in the CBD areas. I have spoken to our providers about beaming wifi from the Civic Centre into the car park area. Cheviot and Culverden now have free wifi. There are possible options to get some revenue to offset costs.

Also travelled to Wigram Air base on the 4th of February to the Chinese New Year celebrations, this was an opportunity to continue to build the relationship with them.

I attended the Regional Rooding Workshop in Amberley on the 9th February with Julie and Gerry.