

# Invercargill City Council Governance Research

30<sup>th</sup> July 2021



Strategic Insight for Social Good™

Research Commissioned by:



# Project Contacts

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Report Dated: 30<sup>th</sup> July 2021

We believe you should be **passionate** about where you are heading and **confident** you can get there.

Our team help you achieve both.

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# Acknowledgements

## THANKS TO:

Impact Consulting would like to thank the Invercargill City Council Councillors and staff who contributed to this research via survey responses. We hope it will prove to be a valuable resource for assessing progress, informing priority actions and next steps.

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### Report Disclaimer Notes:

#### **Evidence Based Decisions**

We believe that the best decisions are realistic, evidence based and consider multiple perspectives. As such, we provide independent reporting to help stakeholders make informed decisions and give their projects and activities the best possible chance of success.

#### **Independence:**

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#### **Partnership | Community Lead Projects**

We believe that partnership is important, that community facing projects have the greatest positive impact, and that sustainability is essential for long-term community benefit. As such, we work in partnership with local government, businesses and community groups to gather relevant data to inform decisions.

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# Executive Summary

The Department of Internal Affairs became involved in supporting Invercargill City Council (ICC) to resolve internal governance issues following official complaints in 2020. In late 2020 Richard Thomson undertook a detailed independent review, resulting in a detailed report dated October 2020. The report highlighted numerous issues and a breakdown of trust and confidence in many aspects and of functions of the elected council.

This research report mirrors the interview questions used to collate the Thomson report, in order to provide a quantitative overview of the current position of Invercargill City Council governance and progress made in the past six months.

The report is based on an online survey completed by all thirteen elected representatives (the Mayor and x12 councillors), as well as eleven staff, including External Appointees, the Chief Executive and Group Managers.

## Research Findings

Following is a brief summary of findings from each of the fourteen report sections.

### 1. Overall Views

Elected representatives and staff believe that there has been improvements in working together, but remain frustrated at the lack of leadership and the ongoing challenges faced by the Mayor. They also remain concerned about the disclosure of information to the media and the loss of top staff from council.

- 92% of staff believe there has been noticeable progress in the past 6-months towards having 'strong unified governance and leadership'.
- 45% of elected representatives believe there has been only a small amount of progress or superficial change towards having strong unified governance and leadership.

- The majority of elected representatives and staff believe that ICC councillors have made noticeable progress in the past 6-months towards having respectful working relationships, which uphold the code of conduct and maintain public confidence in council.
- There is a general feeling that issues are being monitored but not addressed.

### 2. Governance Structures and Confidence

- The majority of elected representatives and staff believe the current governance structure (committee structure and relationship to Council) is working well and feel they have had opportunity for input into the structure. Most also have confidence in the leadership of the committees.
- Most survey respondents believe Councillors generally act in a way that maintains public confidence, three people disagreed or strongly disagreed with this.

### 3. Relationships

- For the most part Councillors indicated good working relationships with each other and with Council staff.
- All relationships with the Mayor remain strained. This includes his relationship with Councillors, Committee Chairs, the CEO and the Deputy Mayor.

### 4. Teamwork

- Without exception, Councillors view themselves as being committed to positive outcomes for Invercargill city and the community they serve, over and above any personal views they may hold. However, they are more likely to view other councillors as pushing personal agendas.
- Responses indicate that while there is a sense of collective responsibility from the majority of Councillors there are still issues to be resolved in gaining buy-in from all parties.

## 5. Respect

- Councillor's value alternative points of view and, with a few exceptions, there seems to be a sense of mutual respect between councillors. The large majority of councillors and staff feel respected.
- When voting on key topics which split council, there is an erosion of respect between opposing members.

## 6. Decision Making

- Councillors and staff believe that issues are primarily debated based on facts and merit. Staff reports are viewed by most respondents as helpful in decision making and unbiased.

## 7. Debate

- For the most part issues are debated without making it personal.
- This does not seem to be the case on some issues, with past voting decisions being drawn into later debates on separate topics.
- While most councillors and staff feel they can be open and honest in council meetings, this is a space that still needs work.
- Likewise, while most survey respondents believe Councillors avoid offensive or abusive conduct, there still seem to be some underlying issues in this space. Two councillors don't feel safe to express their views (and/or those of their constituents) without personal attack or dismissive comments in response. Three councillors don't feel heard by others.
- Most respondents believe major splits in voting seem to be being managed effectively.

## 8. Consensus

- There seems to be consensus around key strategic decisions and a willingness from the large majority of councillors to support collective decisions even when they don't align with their personal views.
- All feel they have ability to continue to have ongoing input on issues they have voted against.

## 9. Meetings

- Most respondents believe council meetings are well run and follow proper meeting procedure.
- Most are confident of their understanding of conflict of interest, meeting procedure and standing orders.

## 10. Tensions

- Around a quarter of elected representatives indicated a lack of understanding of what the appropriate channels and processes are for complaints about other councillors, the mayor, CEO or council staff. This is potentially an area for additional training. It would most likely be beneficial to ensure that there is a mediation phase included within official processes, to avoid complaints building additional resentment and weakening working relationships.
- Most councillors and staff believe positive progress has been made on resolving key issues. This seems to be the case for the city centre and Esk Street redevelopments. However, facility-based issues are more likely to resurface and may need additional work to gain consensus or clarity on next steps (The Water Tower, Anderson Park House, Rugby Park and the Museum).

## 11. Media

- There seems to be unity around respecting others in the media and presenting ideas to council prior to speaking to the media. Respondents are also committed to hearing other councillor's views prior to speaking to the media, and not leveraging the media for political advantage. The reverse might be a question worth asking. Are the media committed to supporting good working relationships and positive leadership for the city?

## 12. Vision & Direction

- Creating a city with heart seems to have a strong degree of buy-in with tangible outcomes, which most councillors and staff seem to be supportive of.

- There seems to be agreement around the level of debt and risk councillors are comfortable with and performance targets for the city.
- Most councillors and staff believe that performance targets are aligned around critical issues for Council, as well as strategic documents, such as the Long Term Plan vision, strategy and agreed goals.

### 13. Training

- There are very mixed views on induction training and professional development and the value / benefit of these.

### 14. Final Comments

- Respondents feel that most parties are making committed efforts towards improved governance and positive working relationships.
- A number feel that the presence of external appointees / outside observers is a key factor in the progress made.
- While well respected for his contribution to the city, the performance and ability of the mayor to fulfil his role remains a central issue. 77% of elected representatives and 84% of staff surveyed do not have confidence that the mayor is on top of key council issues.

# Report Context

## 15. Project Overview and Context

The Department of Internal Affairs became involved in supporting Invercargill City Council (ICC) to resolve internal governance issues following official complaints in 2020. In late 2020 Richard Thomson undertook a detailed independent review, resulting in a detailed report dated October 2020. The report highlighted numerous issues and a breakdown of trust and confidence in many aspects and of functions of the elected council.

Alongside the Thomson report a strategic improvement action plan was put in place “Working on Working Together”, which included recommended training and other actions to ‘build strong foundations’ and for ‘strengthening the team’. The plan also had a number of specific workstreams including:

1. Reviewing strategic projects
2. Supporting the committee structure
3. Training for committee chairs and councillors
4. Supporting the Mayor and CE
5. Developing Media Protocols and Bringing the Community Along

Impact Consulting has been approached by Invercargill City Council to provide an independent quantitative research assessment on the progress made in enhancing and improving governance structures and relationships within the council over the past 6-months.

## 16. Need for Quantitative Assessment

While there has been significant work put into training and qualitative assessment of progress, including updated 1:1 interviews by the author of the Thomson Report, there is also need for the council to have a framework of quantitative measures in order to track progress over time.

While it must be noted that (for the most part) progress will be based on self-reported measures, many of the issues being addressed were relational or stemmed from a breakdown in relationship or trust. Hence self-reporting is essential and an important measure. Procedural changes may be possible to

measure based on existing data such as meeting attendance levels and voting or decision-making processes.

## 17. Research Structure

- As per the project brief, this research has been based on the Interview Framework that Richard Thomson used to guide his discussions.
- The survey was conducted online during July 2021.
- All Invercargill City Councillors, the Mayor, external appointees, Chief Executive, and a small number of relevant Invercargill City Council staff (including general managers, the governance project directorate and the project governance group) completed the survey.

## 18. Reporting Structure

As staff members were not able to provide insight on some of the questions and were therefore more likely to select neutral, we have separated the responses of the councillors and mayor, from the other staff and external appointees responses. The report is broken into 14 sections:

- |   |                          |
|---|--------------------------|
| 1. Overall Views                        | 8. Consensus             |
| 2. Governance Structures and Confidence | 9. Meetings              |
| 3. ICC Relationships                    | 10. Tensions             |
| 4. Teamwork                             | 11. Media                |
| 5. Respect                              | 12. Vision and Direction |
| 6. Decision Making                      | 13. Training             |
| 7. Debate                               | 14. Final Comments       |

### NOTES:

- In some cases the percentages expressed in the graphs do not add to 100% due to rounding.
- There were a total of x13 elected representative responses. Each response equates to approximately 8%.
- There were a total of x11 staff and external appointee responses. Each response equates to approximately 9%.



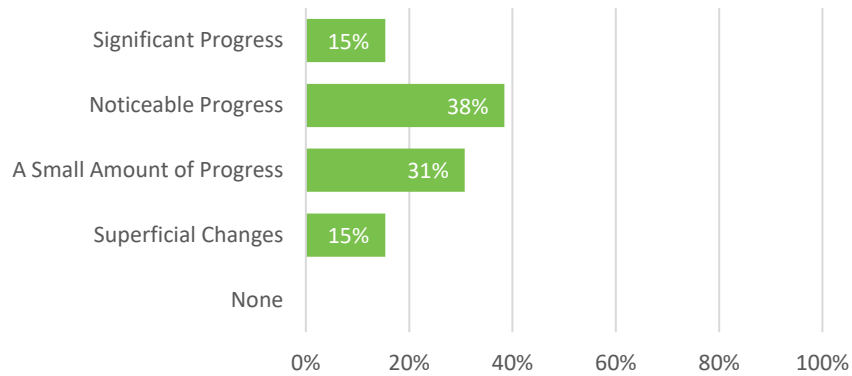
# **SECTION 1**

## **Overall Views**

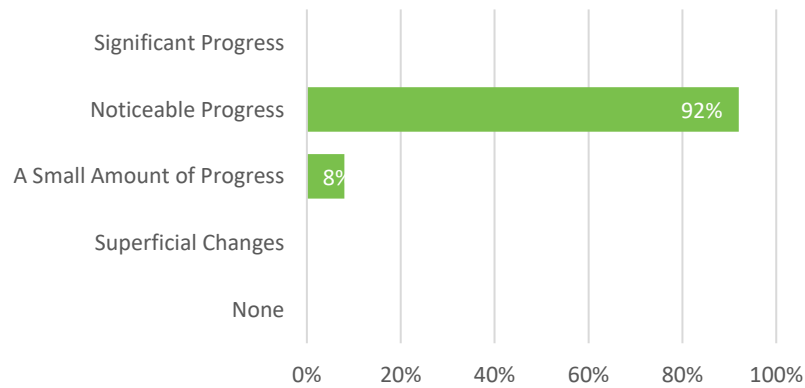
## 19. High Performing Council

A key objective of a high performing council is to provide “strong and unified governance and leadership” (with decisions arrived at by respectful debate, drawing on the diverse views held by elected members). **What progress do you believe ICC have made in the past 6-months towards having strong unified governance and leadership?**

### ELECTED REPRESENTATIVES



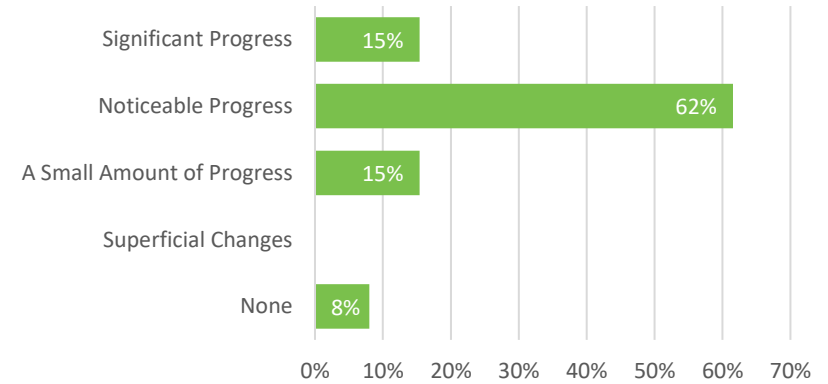
### STAFF AND APPOINTED REPRESENTATIVES



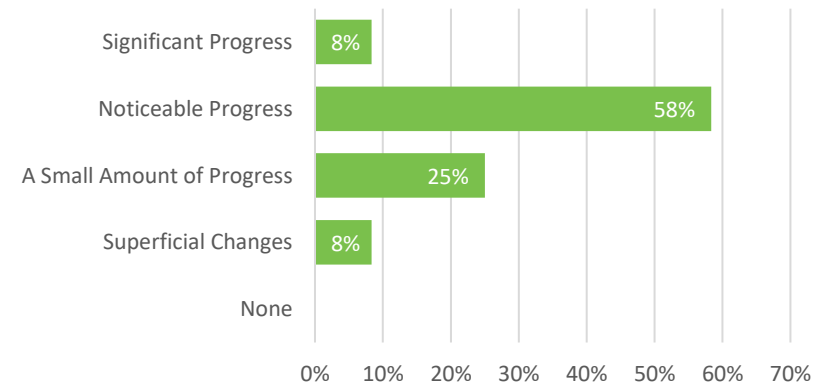
## 20. Code of Conduct

A key expectation of being a councillor is to adhere to Section 5 of the Code of Conduct. **What progress do you believe ICC councillors have made in the past 6-months towards having respectful working relationships, which uphold the code of conduct and maintain public confidence in council?**

### ELECTED REPRESENTATIVES



### STAFF AND APPOINTED REPRESENTATIVES



## 21. Concerns

What issues (if any) currently give you concern regarding Invercargill City Council?

ELECTED REPRESENTATIVES
There is still a leadership void that won't be rectified until the next election. Councillors are doing their best to manage without a leader's support. I feel there has been some great staff recruited and some of these have been lost after a short time. I feel there may be a work environment issue.
The mayor's ability to do the job
Leadership at full Council meeting
Constant leaking of info to the media.
I am concerned that councillors still don't really understand the difference between engagement and consultation and how we use both as part of our decision making not the only basis for it. Also, that there is a lack of big picture thinking.
Only a handful of councillors have truly bought into the process.
The vagueness or irrelevance of anything contributed by the Mayor and his tendency (through an assistant) to get issues into the public arena through Facebook
The lack of leadership from the mayor
Behaviour of Mayor
There is a problem with question 1. It combines the improvements in being unified with improvements in leadership. This needs to be separated as there are improvements in working together, but no improvements in leadership. And when I refer to leadership, it is the mayoralty. There is also a concern that certain councillors are not engaging in their elected roles. An example of this is the lack of attendance at critical workshops.
The Loss of to many very valuable staff VERY VERY TOP TALENTED PEOPLE
Continued divulge of information that was either in public excluded or in committee e.g who released the unredacted Thomson report
Occasional comments during debates that are personalized- but much improved

STAFF AND APPOINTED REPRESENTATIVES
Trust amongst councillors to have an open discussion about issues
Lack of strong Mayor and CE relationship still leaving significant leadership void
The divide between the councillors and mayor and an ongoing focus on responding to news media stories.
The continued leaking of confidential or redacted information. The lack of capability of elected representatives in managing strategic communications and general media queries. The on-going leadership void (not just the Mayor, but all elected representatives have a responsibility for this). The relationship between the Mayor and elected representatives.
I sense there is the strength of the current support network around the council - a project directorate and the EAs - which are a visible presence of the need for better behaviour and maintaining it. I am uncertain how - in that absence - issues and differences (which are inevitable) might be handled
The media focus on the separation between the Mayor and the Councillors
The significant gap between the Mayor and the rest of Council and the gap between the Mayor and the Deputy Mayor. These two divisions are taking up too much time and effort from more people that should all be unified towards progressing Councils work programme
The Mayor is not contributing materially to the work that has led to the progress Council is making, in fact has detracted from it.
Significant issues (eg museum) can see the return of old behaviours - but they are dealt with better. There is still a lack of leadership.

## 22. Monitoring of Issues

Do you feel these issues are being adequately monitored or addressed? If not, what do you believe would be helpful?

ELECTED REPRESENTATIVES
The leadership void has been partially addressed by Councillors. There is still clearly a huge gap between the Mayor and the CE. These aren't easily addressed.
A medical check
A difficult question if current personal ability not recognised or acknowledged. Perhaps a workshop where all members were in attendance to address this issue.
Repercussions and follow up where there has been untoward behaviour.
Staff try hard to get councillors to consider the big picture but some lack a real understanding of it. Bending to the will of the loudest people in the community is not our job. I guess that's the politics part and not sure if you can do anything about that.
Hard to say, you can't force people to participate.
Not sure what else can be done.
Yes
As far as possible
They have been raised.
Appoint new CEO
NO
Yes

STAFF AND APPOINTED REPRESENTATIVES
more discussion needed around implementing the charter
Significant work is going into improving ICC governance however there appears to be little change in the Mayor's approach.
As this matter sits with elected members, it is challenging to address.
I think these issues are being well monitored but it is taking longer than it should to embed good practices and behaviours at the Council.
Generally issues are well known but some are difficult to address. For example, it is clear there is still leaking to media from Council meetings which is unhelpful and ultimately prevents that real confidence in council processes. But they need addressed. Similarly, while the current Mayor/CEO remain, the effectiveness of a council with a firm/effective relationship will be missing and limit its overall effectiveness.
Yes
No - they are being monitored but not addressed.
Monitored yes, addressed no. Less rhetoric and more openness from Sir Tim would enable the organisation to respond and support him appropriately.
Some councillors are working together better, to address what they can. Without leadership, there is nothing to coalesce around

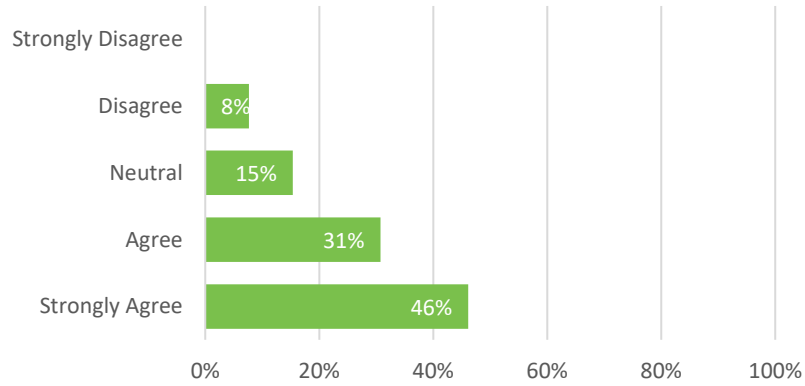
# **SECTION 2**

## **Governance Structures and Confidence**

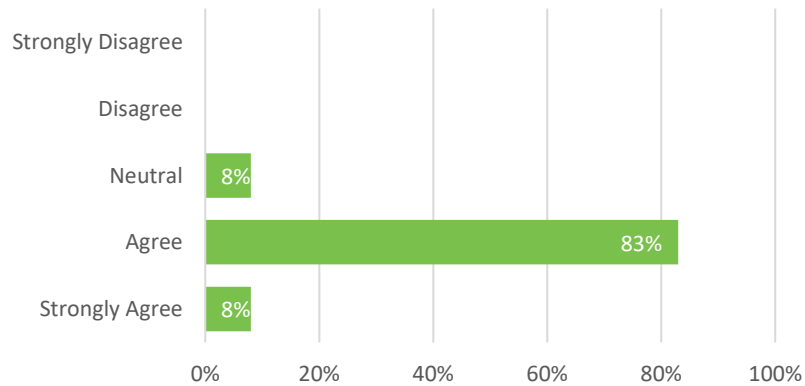
### 23. Governance Structure

The current governance structure (committee structure and relationship to Council) is working well.

#### ELECTED REPRESENTATIVES



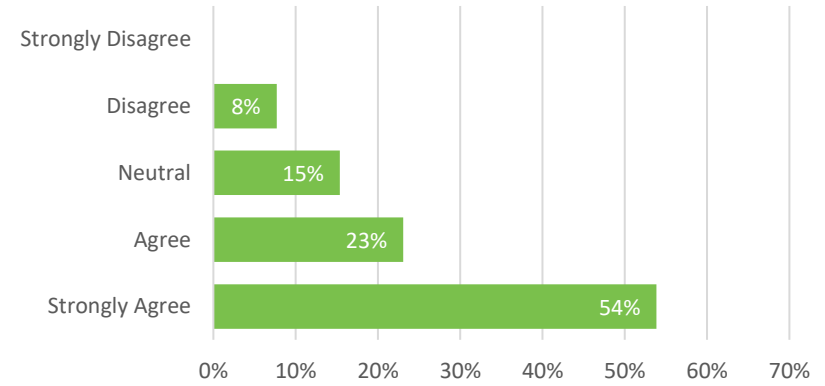
#### STAFF AND APPOINTED REPRESENTATIVES



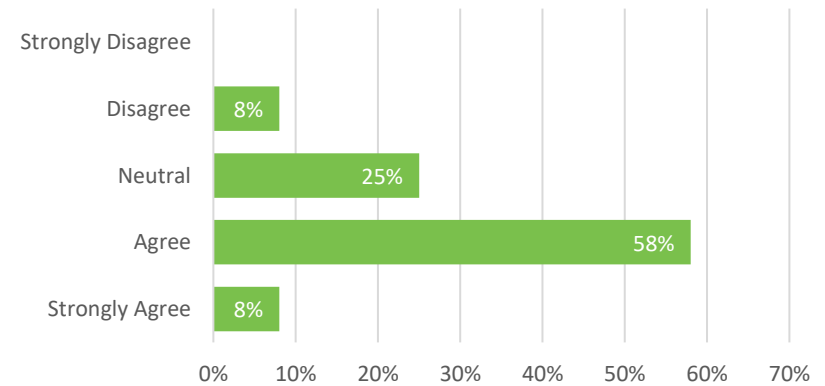
### 24. Governance Structure Input

I have had opportunity to provide input on the current governance structure.

#### ELECTED REPRESENTATIVES



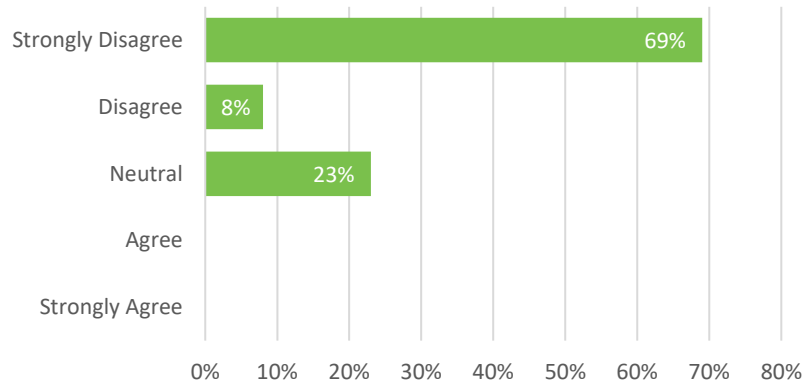
#### STAFF AND APPOINTED REPRESENTATIVES



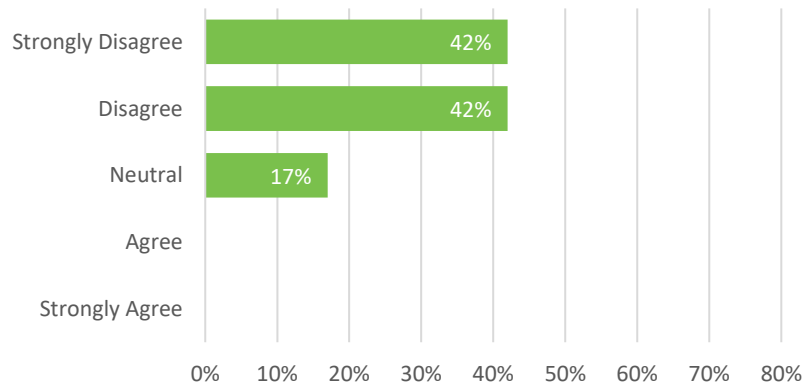
## 25. Mayor

I have confidence that the Mayor is on top of key Council issues.

### ELECTED REPRESENTATIVES



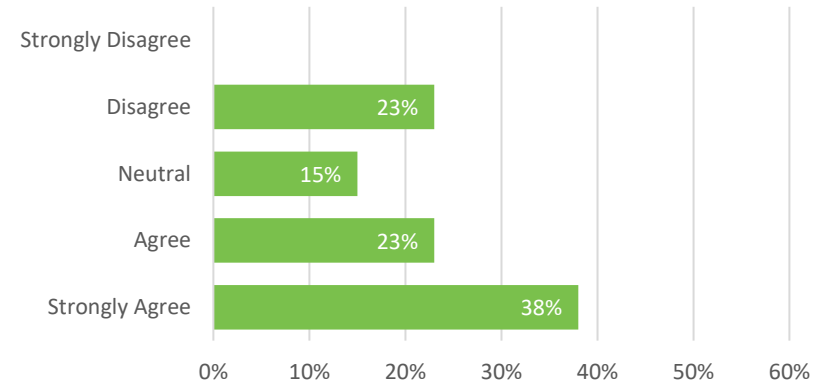
### STAFF AND APPOINTED REPRESENTATIVES



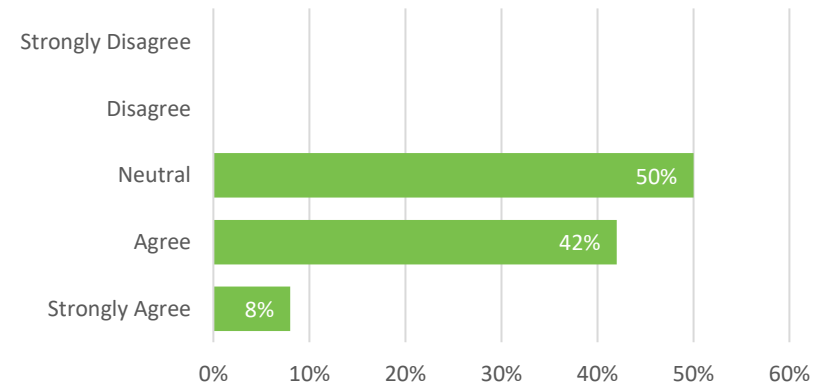
## 26. Governance

I have confidence in the current governance structure.

### ELECTED REPRESENTATIVES



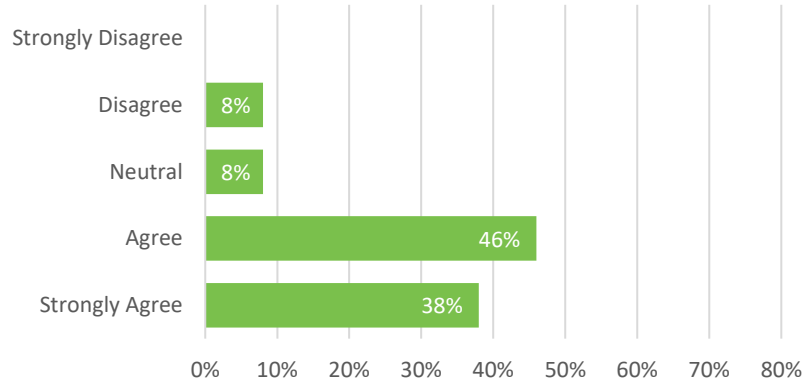
### STAFF AND APPOINTED REPRESENTATIVES



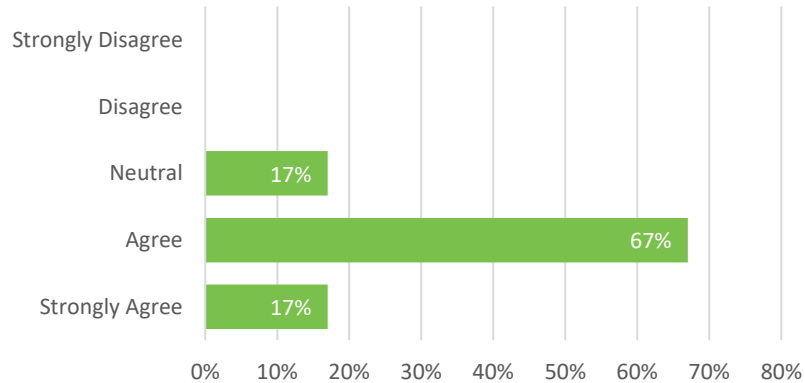
## 27. Committee Leadership

I have confidence in the leadership of council committees.

### ELECTED REPRESENTATIVES



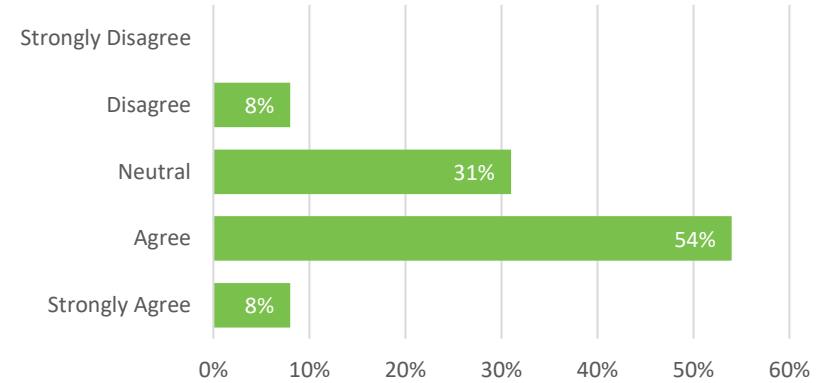
### STAFF AND APPOINTED REPRESENTATIVES



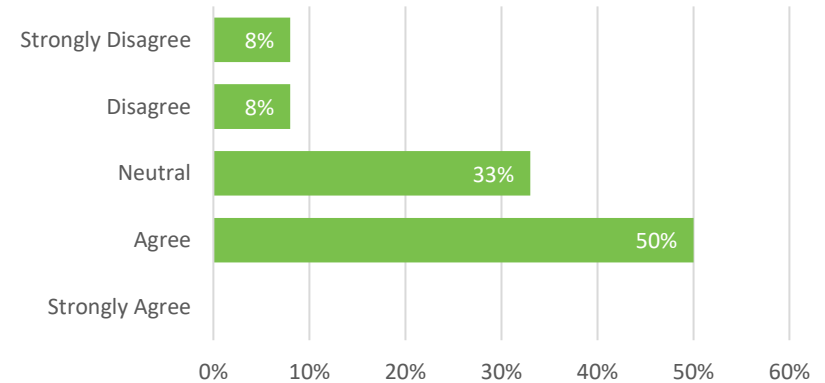
## 28. Public Confidence

Councillors generally act in a way that maintains public confidence.

### ELECTED REPRESENTATIVES



### STAFF AND APPOINTED REPRESENTATIVES





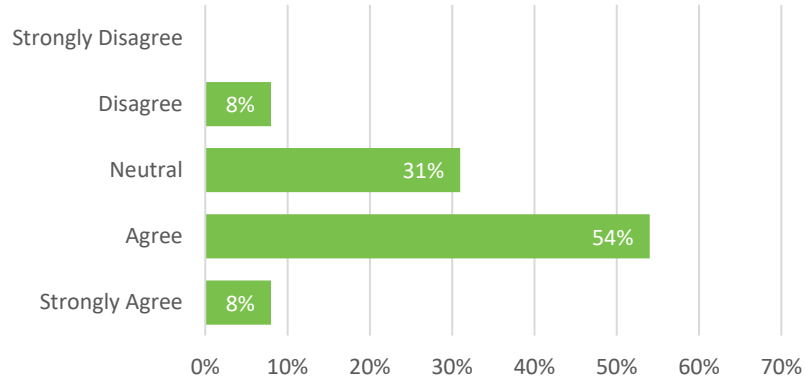
# **SECTION 3**

# **ICC Relationships**

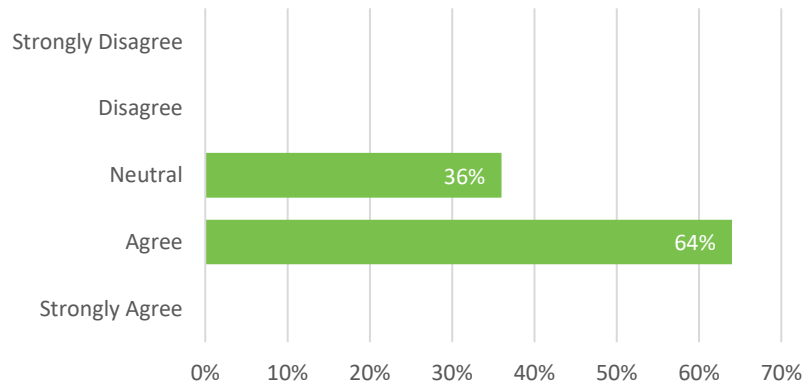
## 29. Councillors - Councillors

Councillors have a good working relationship with each other.

### ELECTED REPRESENTATIVES



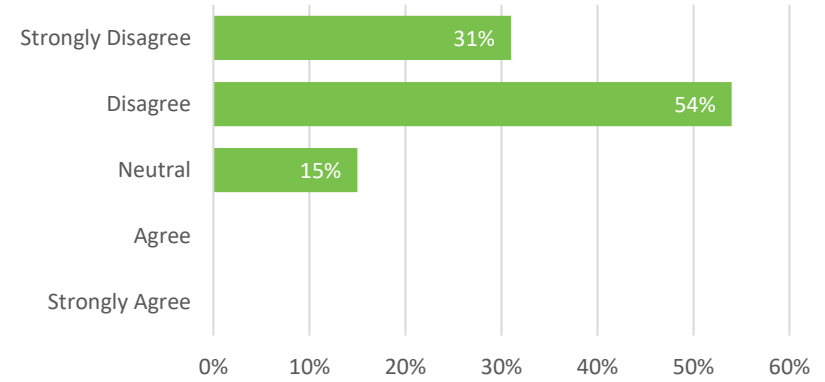
### STAFF AND APPOINTED REPRESENTATIVES



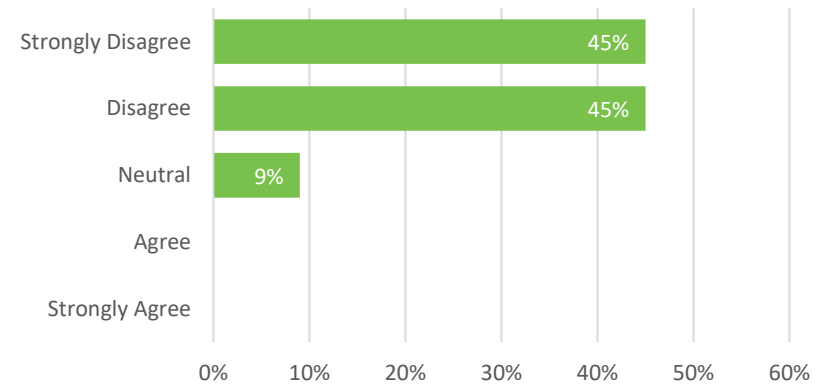
## 30. Councillors - Mayor

Councillors have a good working relationship with the Mayor.

### ELECTED REPRESENTATIVES



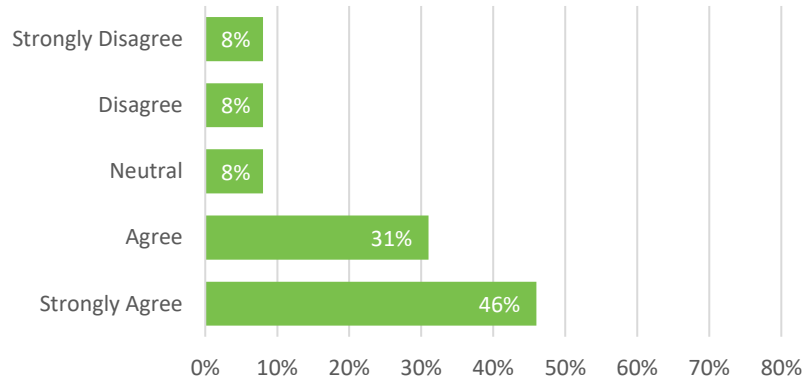
### STAFF AND APPOINTED REPRESENTATIVES



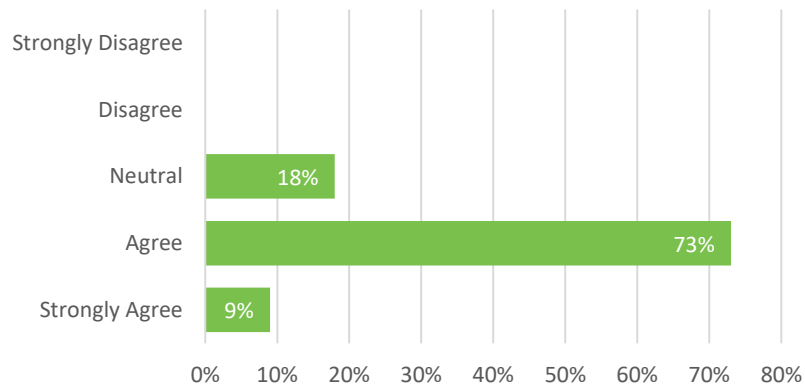
### 31. Councillors - CEO & Management

Councillors have a good working relationship with the CEO and senior management.

#### ELECTED REPRESENTATIVES



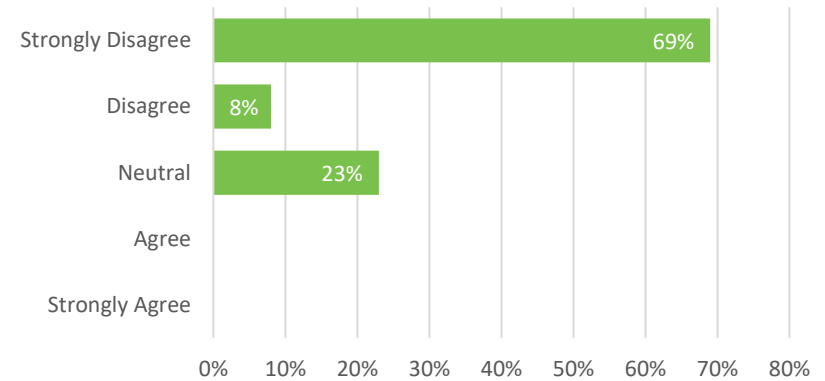
#### STAFF AND APPOINTED REPRESENTATIVES



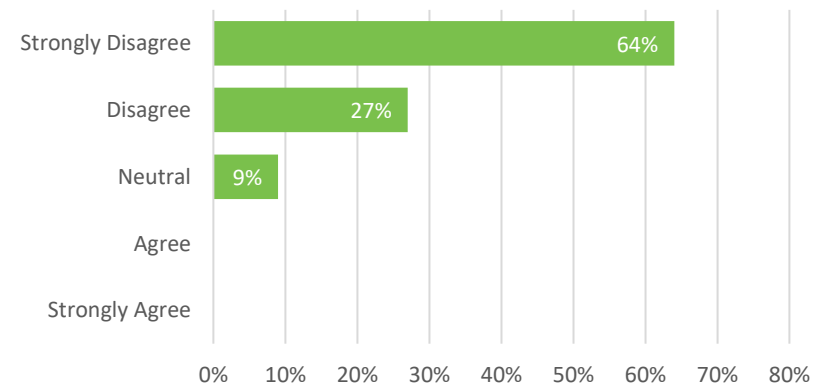
### 32. Mayor - CEO

There a strong working relationship between the Mayor and the CEO.

#### ELECTED REPRESENTATIVES



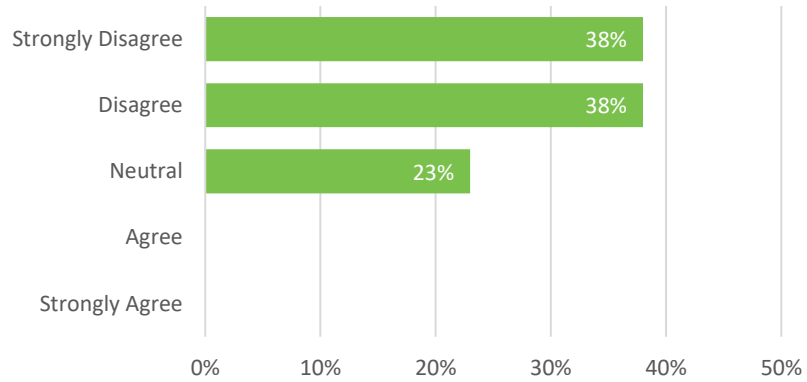
#### STAFF AND APPOINTED REPRESENTATIVES



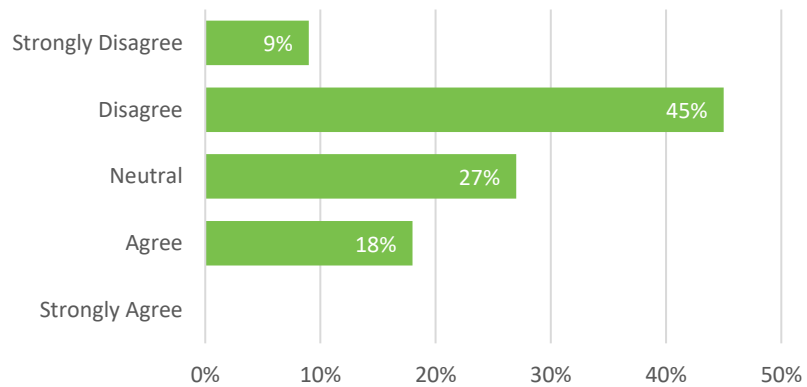
### 33. Mayor – CEO relationship improvement

The relationship between the Mayor and CEO has improved over the last 6-months.

#### ELECTED REPRESENTATIVES



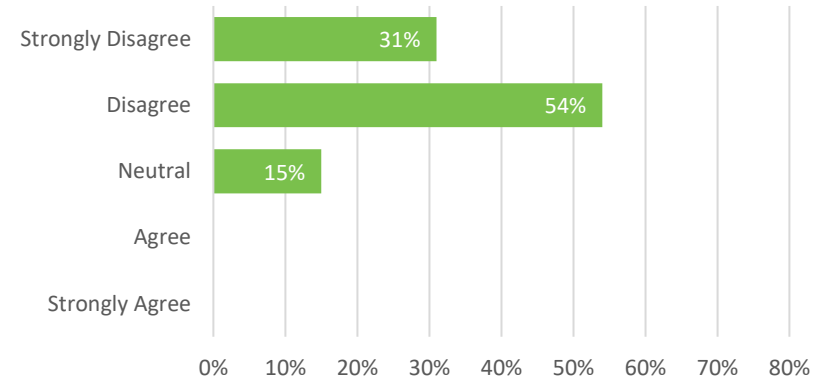
#### STAFF AND APPOINTED REPRESENTATIVES



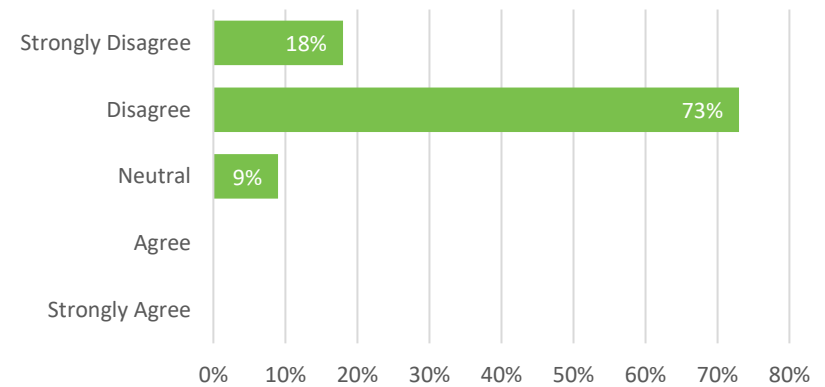
### 34. Mayor – Deputy Mayor

The Mayor has a good working relationship with the Deputy Mayor.

#### ELECTED REPRESENTATIVES



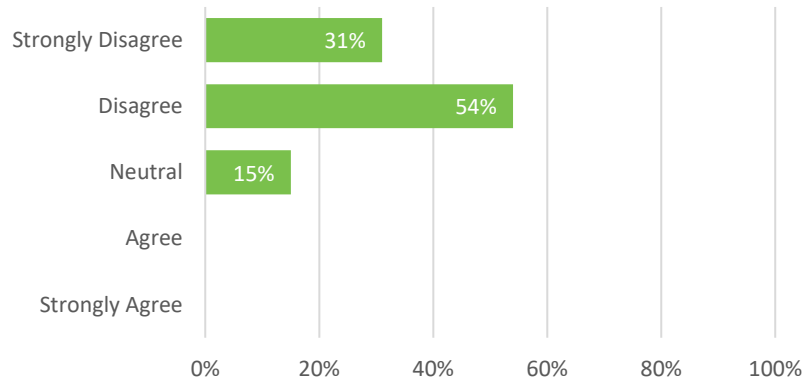
#### STAFF AND APPOINTED REPRESENTATIVES



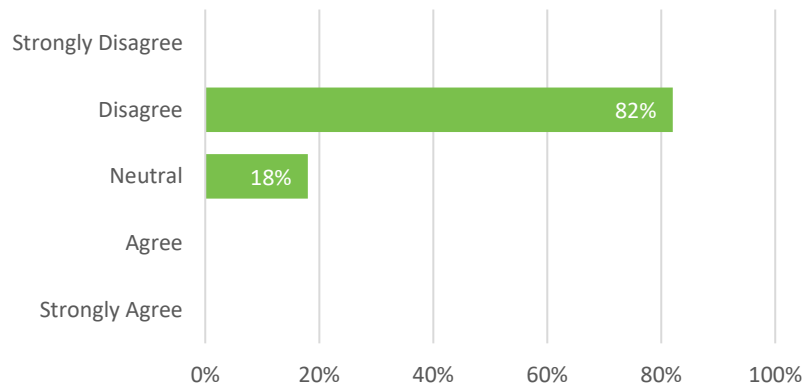
### 35. Mayor – Committee Chairs

The Mayor has a good working relationship with the committee chairs.

#### ELECTED REPRESENTATIVES



#### STAFF AND APPOINTED REPRESENTATIVES



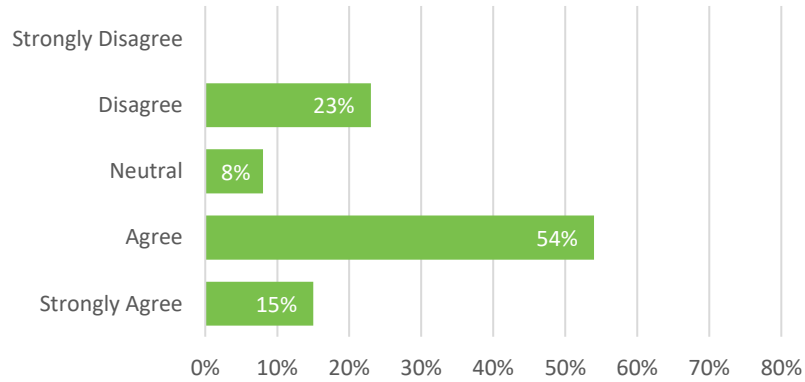
# **SECTION 4**

# **Teamwork**

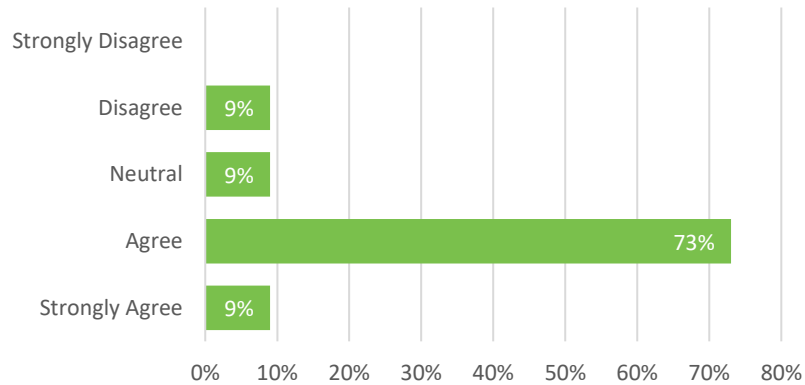
### 36. City Goals Above Personal Agenda - Others

**Councillors are committed to positive outcomes for Invercargill City and the community they serve, rather than personal agendas.**

#### ELECTED REPRESENTATIVES



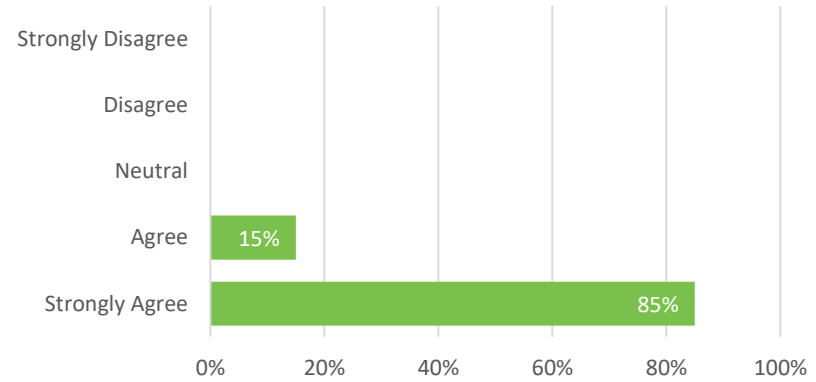
#### STAFF AND APPOINTED REPRESENTATIVES



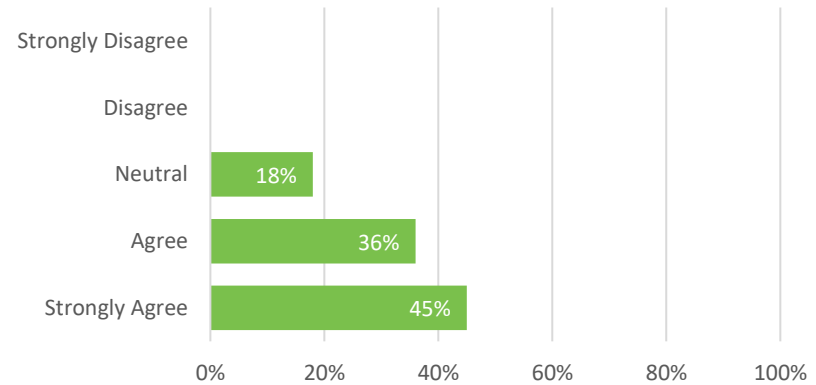
### 37. City Goals Above Personal Agenda - Me

**I am committed to positive outcomes for Invercargill city and the community I serve, over and above any personal views I may hold.**

#### ELECTED REPRESENTATIVES



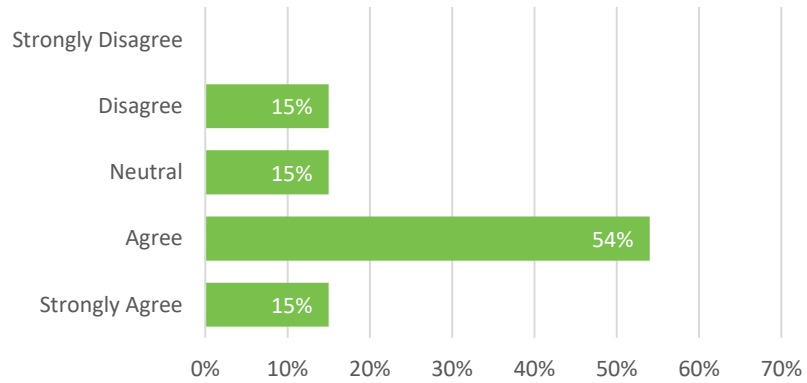
#### STAFF AND APPOINTED REPRESENTATIVES



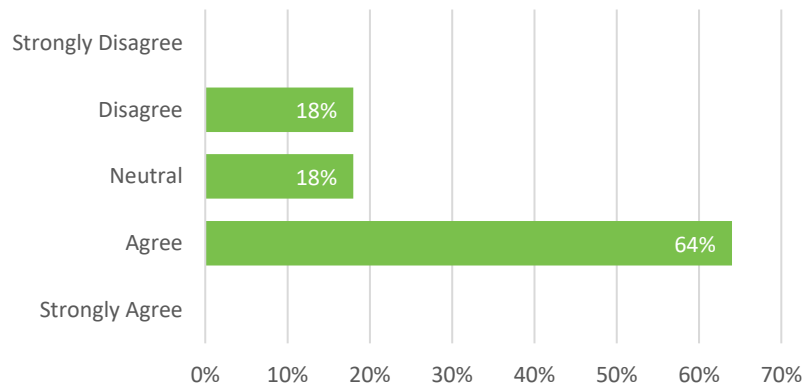
### 38. Collective Responsibility

ICC councillors share a sense of 'collective responsibility' for community outcomes.

#### ELECTED REPRESENTATIVES



#### STAFF AND APPOINTED REPRESENTATIVES





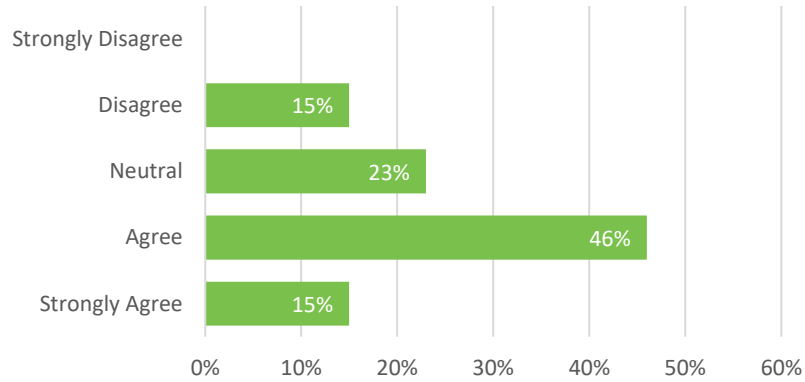
**SECTION 5**

**Respect**

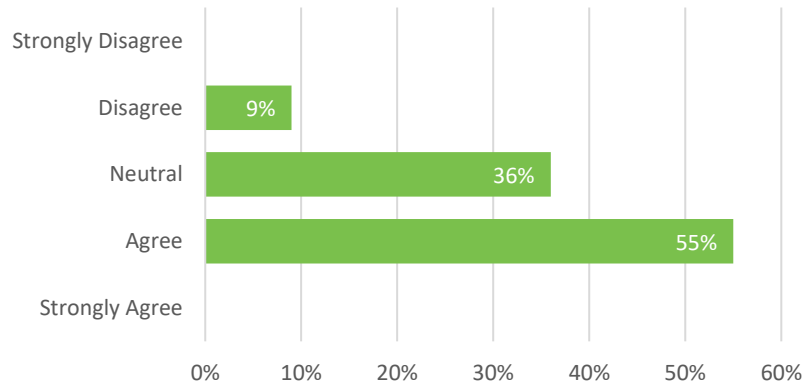
### 39. Mutual Respect

There is mutual respect between councillors.

#### ELECTED REPRESENTATIVES



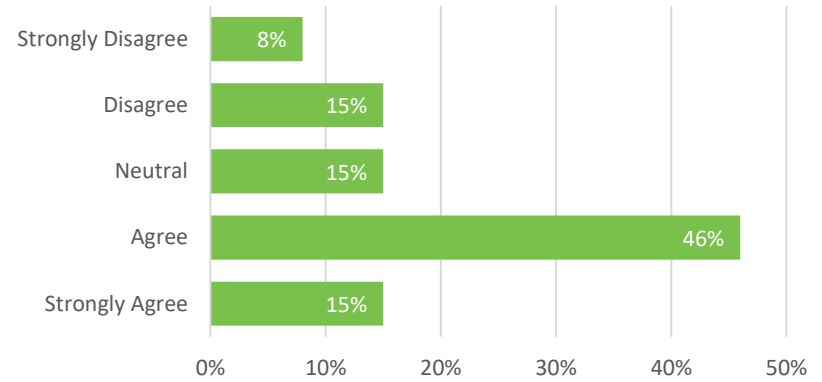
#### STAFF AND APPOINTED REPRESENTATIVES



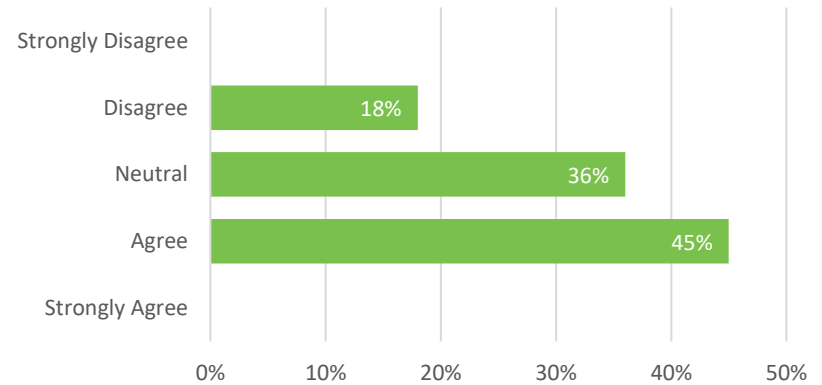
### 40. Opposing Votes

There is mutual respect between councillors who vote differently on key issues.

#### ELECTED REPRESENTATIVES



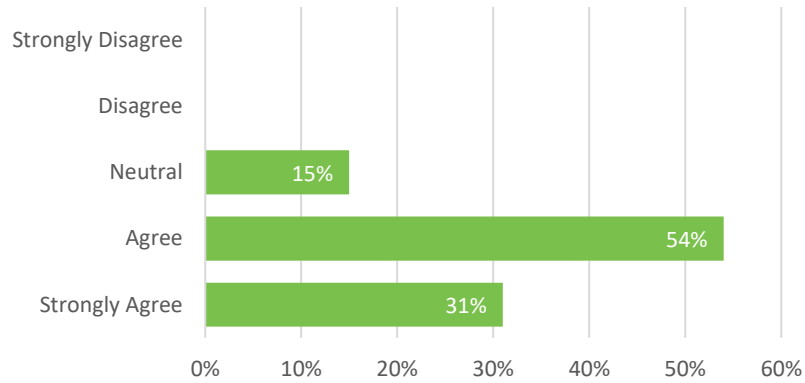
#### STAFF AND APPOINTED REPRESENTATIVES



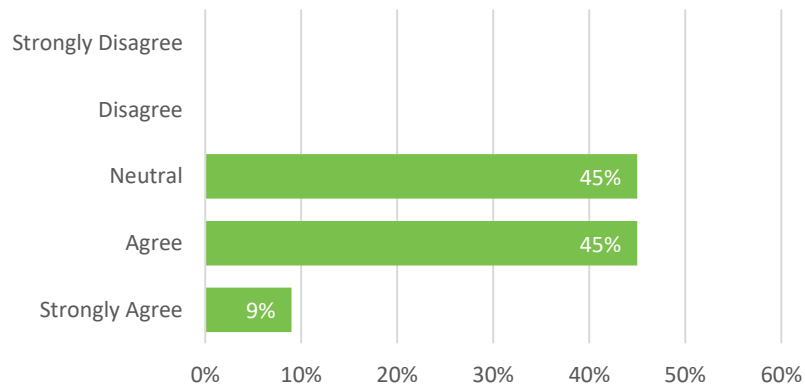
### 41. Valuing Alternate Points of View

I have respect for all current councillors and value their views, even if different from my own.

#### ELECTED REPRESENTATIVES



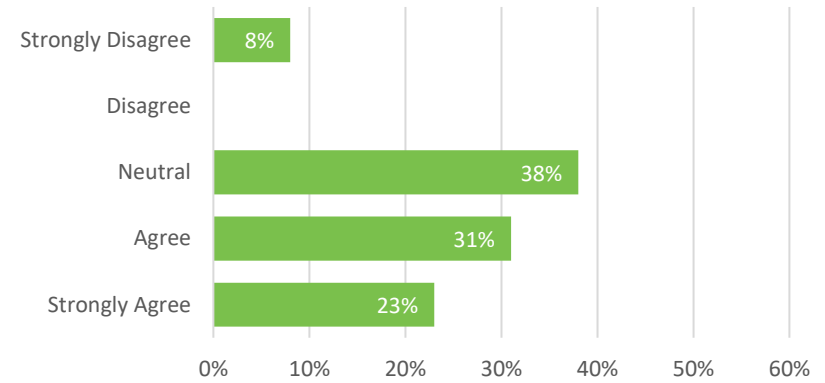
#### STAFF AND APPOINTED REPRESENTATIVES



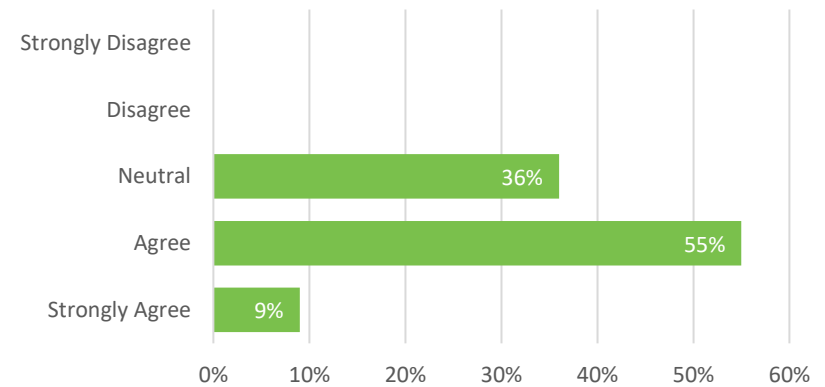
### 42. Feel Respected

I feel respected by councillors / other councillors.

#### ELECTED REPRESENTATIVES



#### STAFF AND APPOINTED REPRESENTATIVES



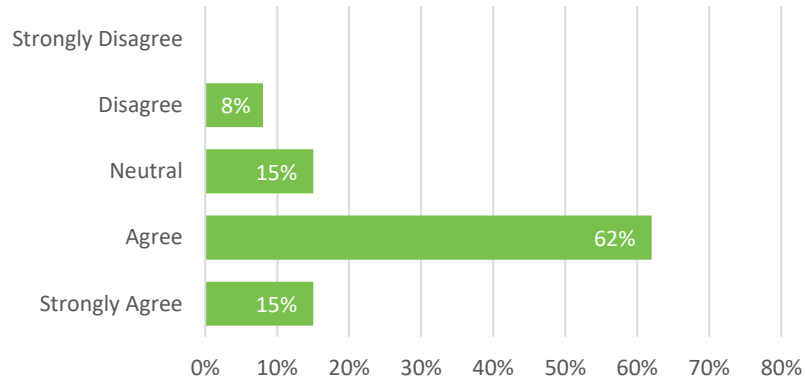
# **SECTION 6**

# **Decision Making**

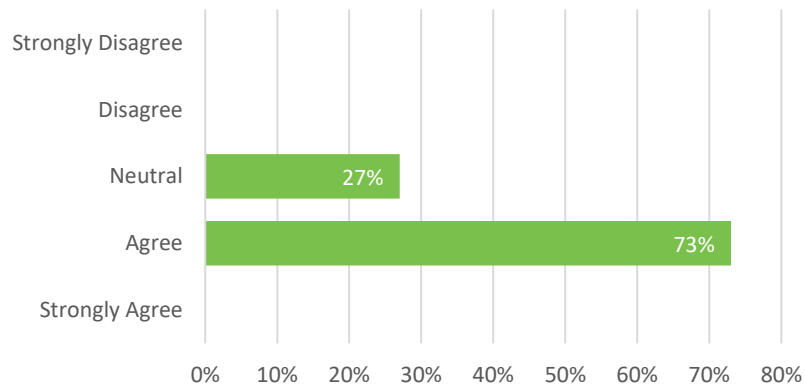
### 43. Facts and Merit

Issues are debated based on available information, facts and merit.

#### ELECTED REPRESENTATIVES



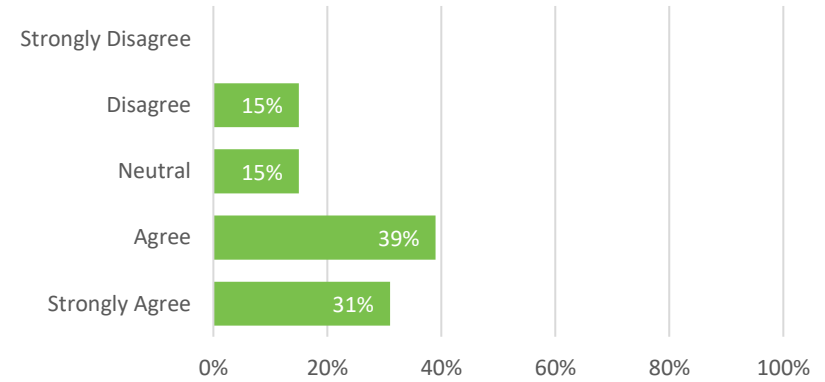
#### STAFF AND APPOINTED REPRESENTATIVES



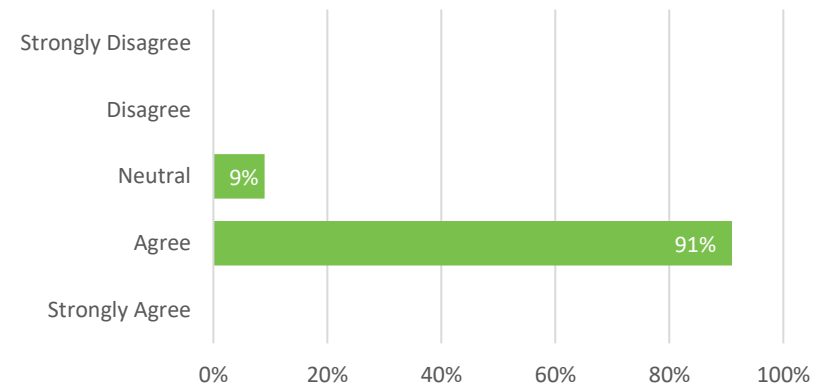
### 44. Staff Reports - Detail

Staff reports and material presented to Council, provide sufficient information to support decision making.

#### ELECTED REPRESENTATIVES



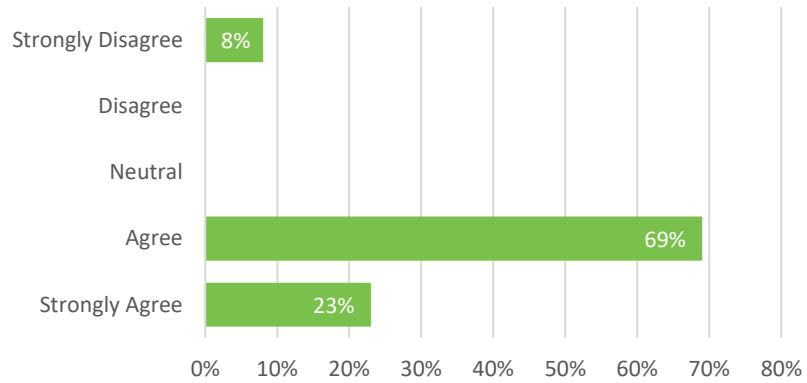
#### STAFF AND APPOINTED REPRESENTATIVES



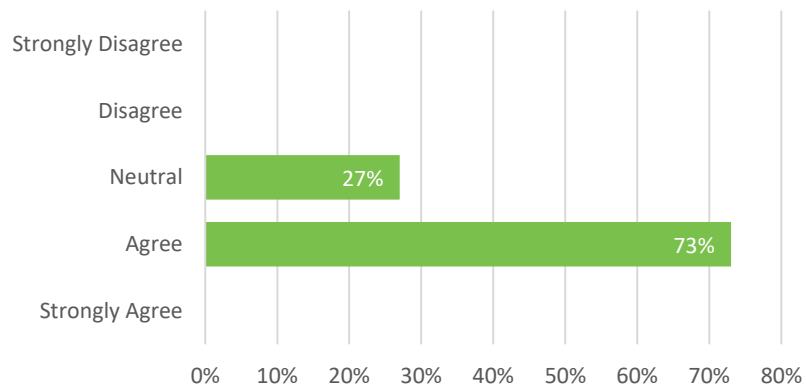
## 45. Staff Reports - Unbiased

**Staff reports to Council provide appropriate details on options and reflect balanced views, rather than a single viewpoint.**

### ELECTED REPRESENTATIVES



### STAFF AND APPOINTED REPRESENTATIVES



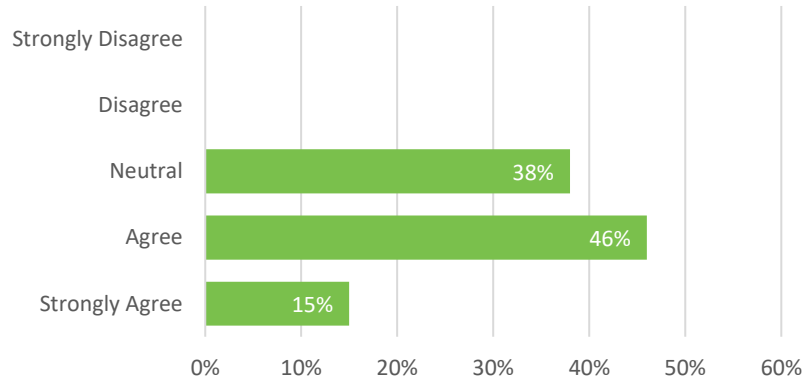
**SECTION 7**

**Debate**

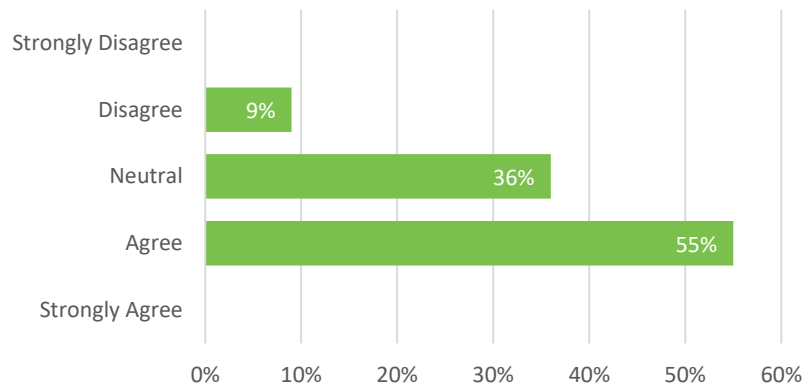
## 46. Issues Rather Than People

Councillors are able to debate issues without making it personal.

### ELECTED REPRESENTATIVES



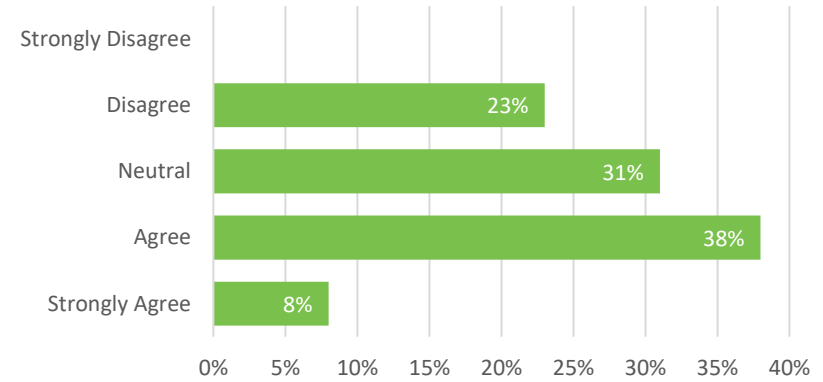
### STAFF AND APPOINTED REPRESENTATIVES



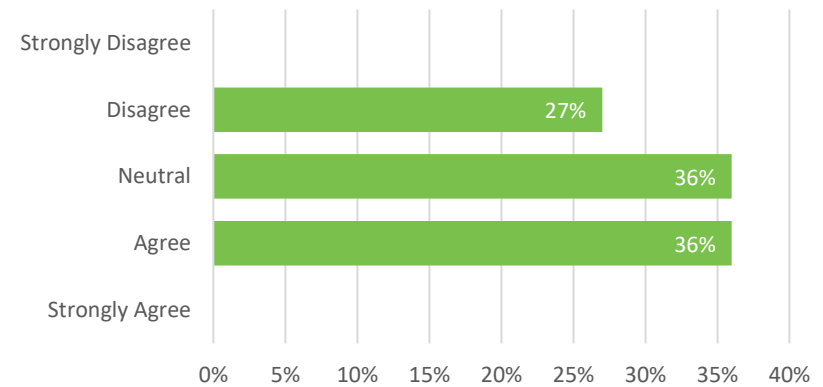
## 47. Past Votes

Past voting decisions and conflicts are not drawn into later debates on separate topics.

### ELECTED REPRESENTATIVES



### STAFF AND APPOINTED REPRESENTATIVES

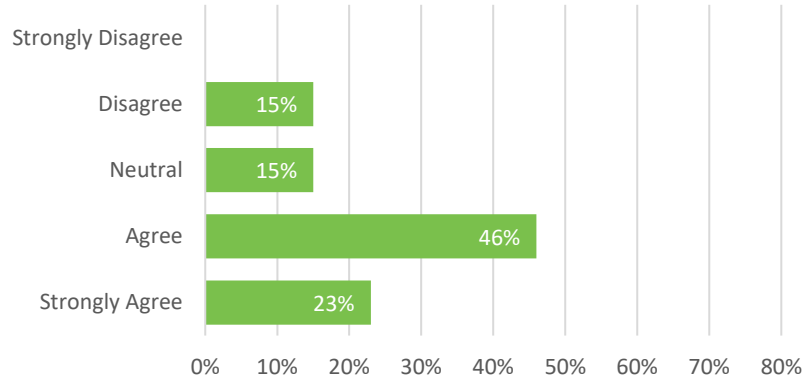




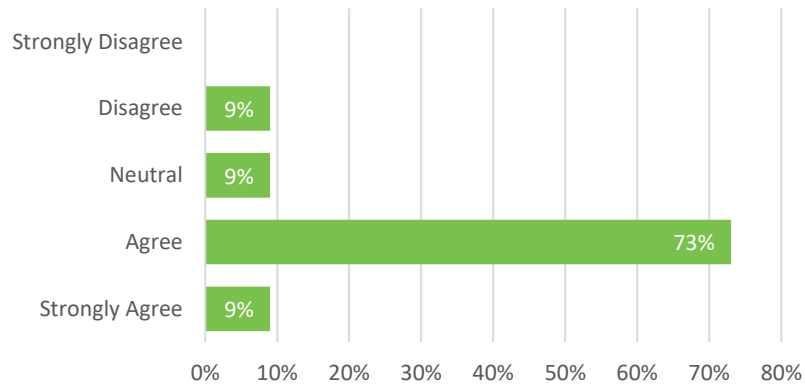
## 48. Offensive Conduct

Councillors avoid offensive or abusive conduct.

### ELECTED REPRESENTATIVES



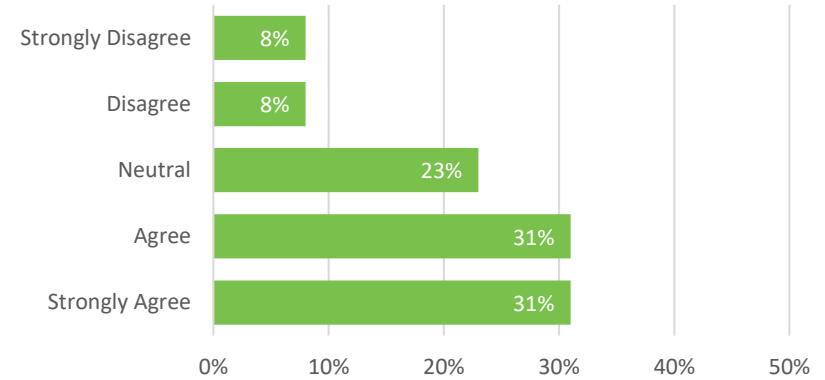
### STAFF AND APPOINTED REPRESENTATIVES



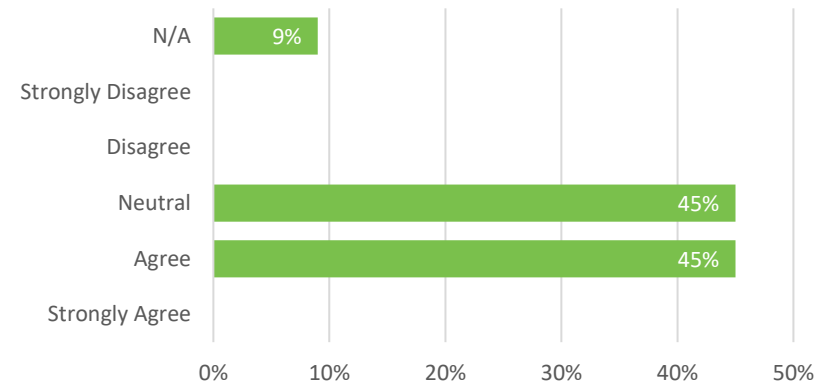
## 49. Open and Honest

Council meetings are a space I feel I can be open and honest.

### ELECTED REPRESENTATIVES



### STAFF AND APPOINTED REPRESENTATIVES

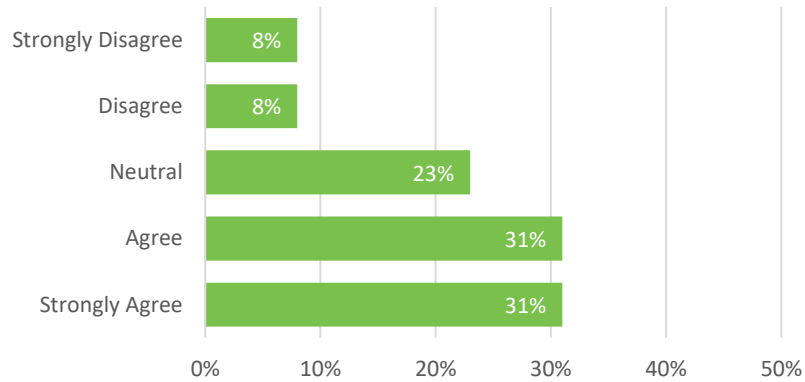


*Note a N/A option was added for this question partway through the survey response period.*

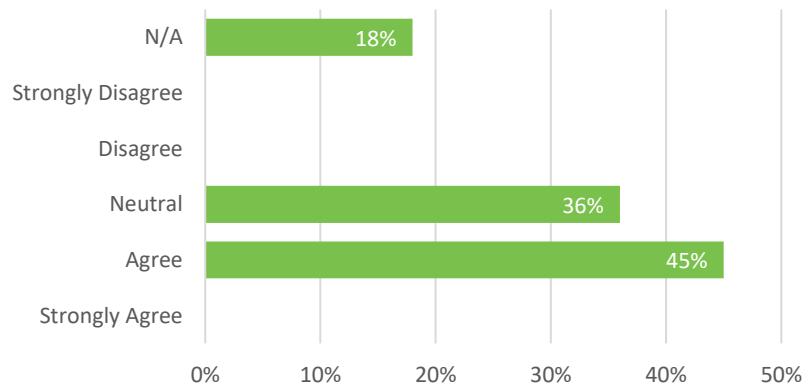
## 50. Safe Space

I feel safe to express my views (and/or those of my constituents) without personal attack or dismissive comments in response.

### ELECTED REPRESENTATIVES



### STAFF AND APPOINTED REPRESENTATIVES

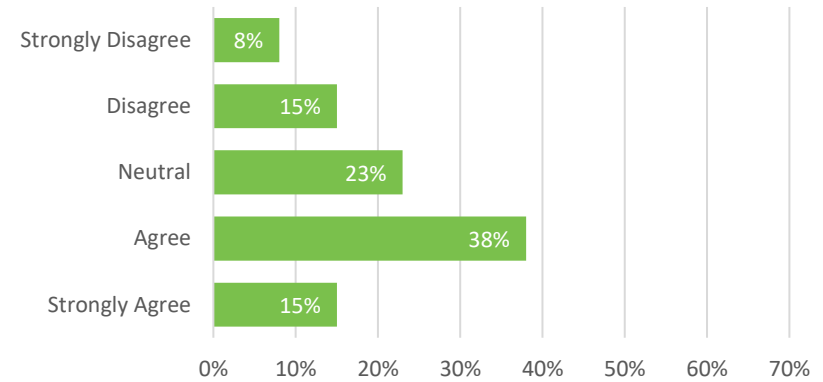


Note a N/A option was added for this question partway through the survey response period.

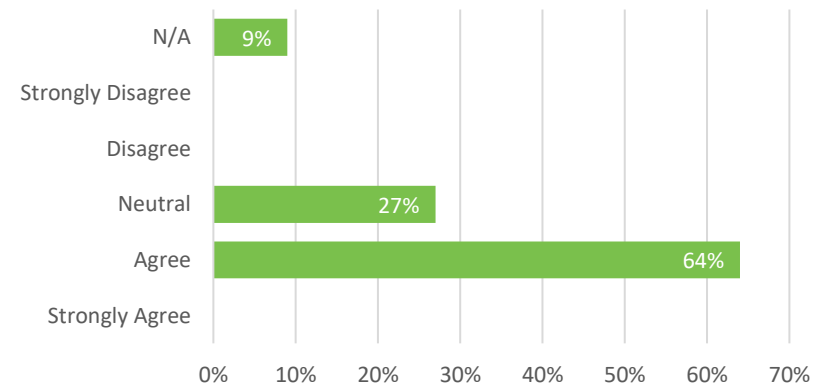
## 51. Feel Heard

Even if they don't agree with me, I feel heard by councillors / other councillors.

### ELECTED REPRESENTATIVES



### STAFF AND APPOINTED REPRESENTATIVES

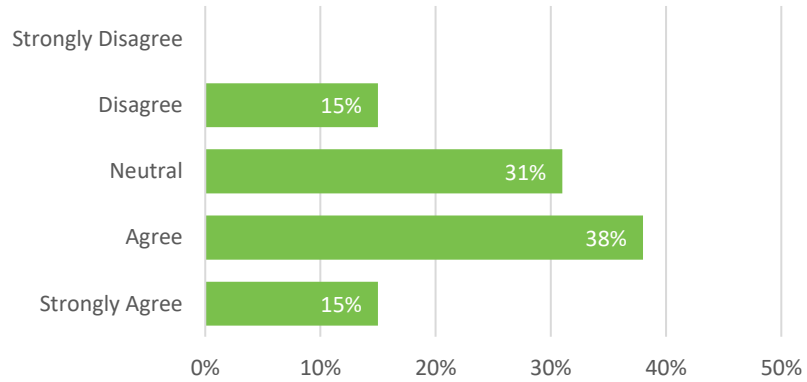


Note a N/A option was added for this question partway through the survey response period.

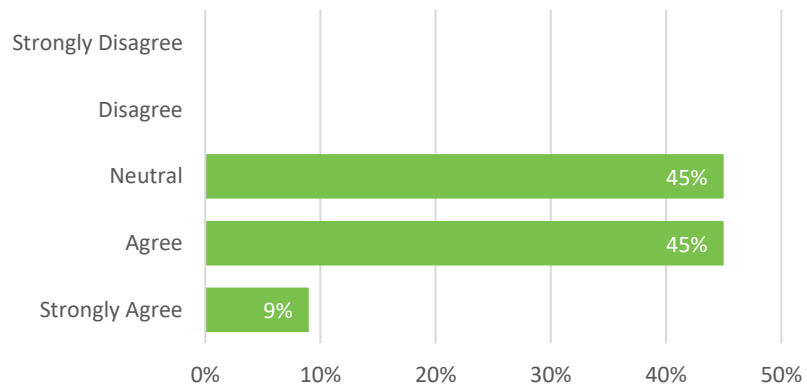
## 52. Major Voting Splits

Major differences or voting splits that occur between groups of elected members are well managed.

### ELECTED REPRESENTATIVES



### STAFF AND APPOINTED REPRESENTATIVES



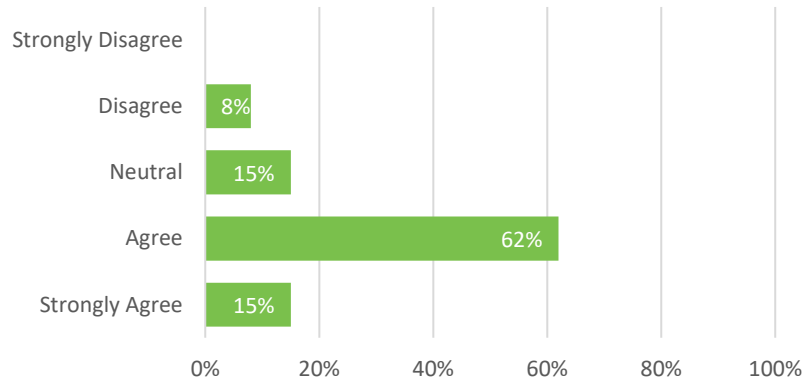
**SECTION 8**

**Consensus**

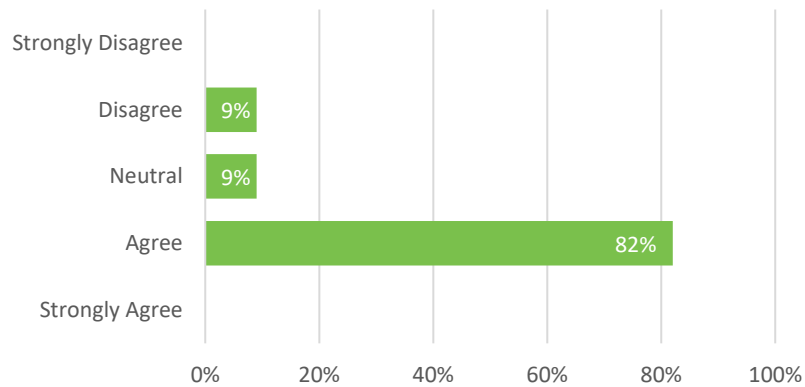
### 53. General Consensus

There is general consensus from councillors around key strategic decisions.

#### ELECTED REPRESENTATIVES



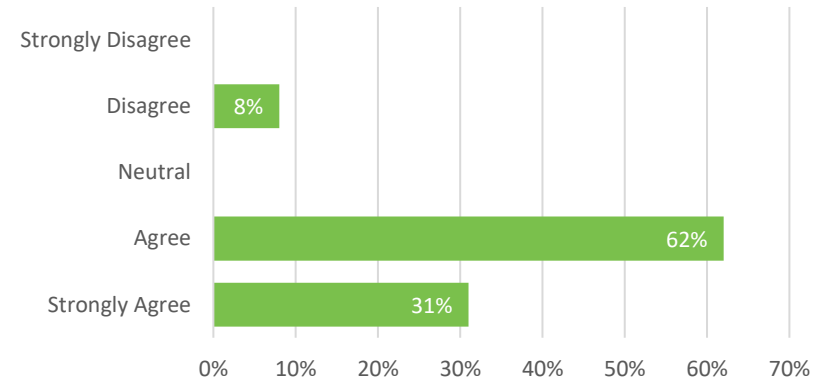
#### STAFF AND APPOINTED REPRESENTATIVES



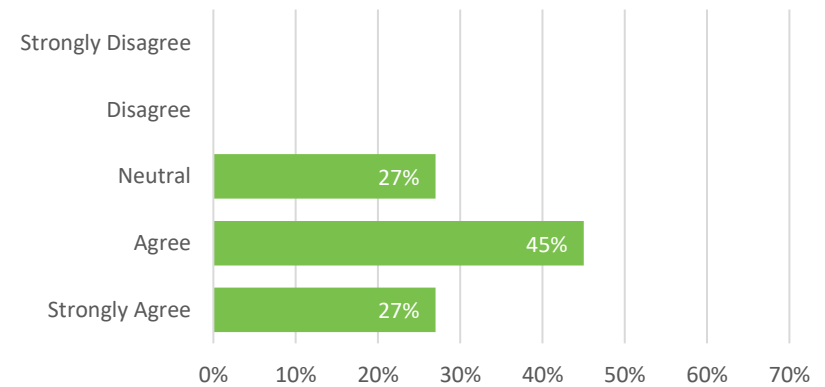
### 54. Collective Decisions

I am willing to accept and support collective decisions, even when they don't go my way or align with my personal views on an issue.

#### ELECTED REPRESENTATIVES



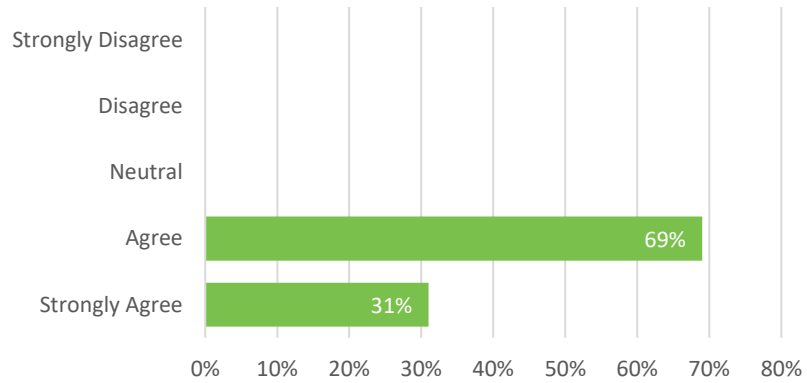
#### STAFF AND APPOINTED REPRESENTATIVES



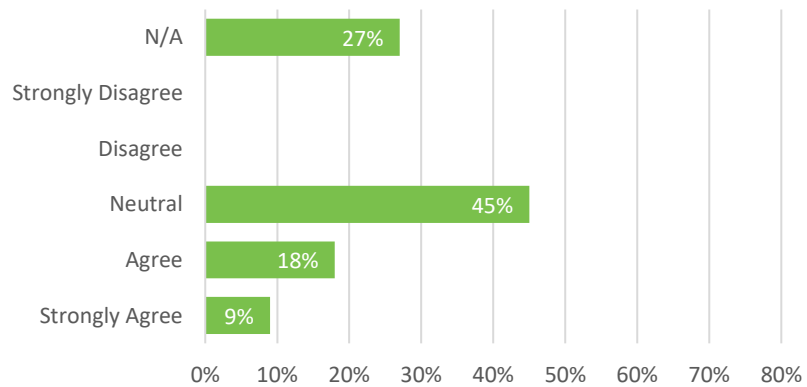
## 55. Ongoing Participation

I feel able to participate in ongoing decision making for topics, issues or decisions for which I have previously voted against.

### ELECTED REPRESENTATIVES



### STAFF AND APPOINTED REPRESENTATIVES



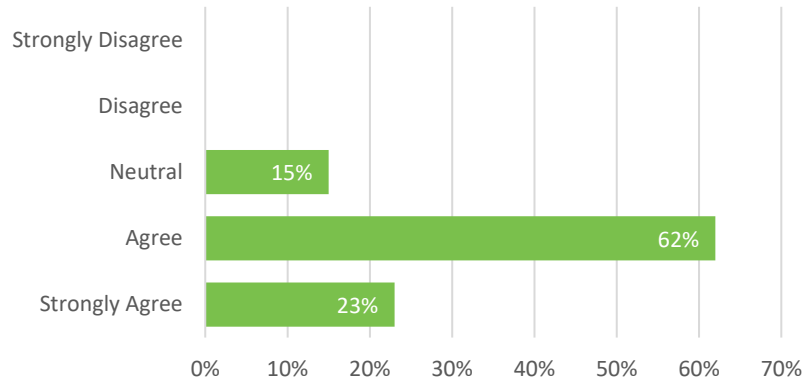
# **SECTION 9**

# **Meetings**

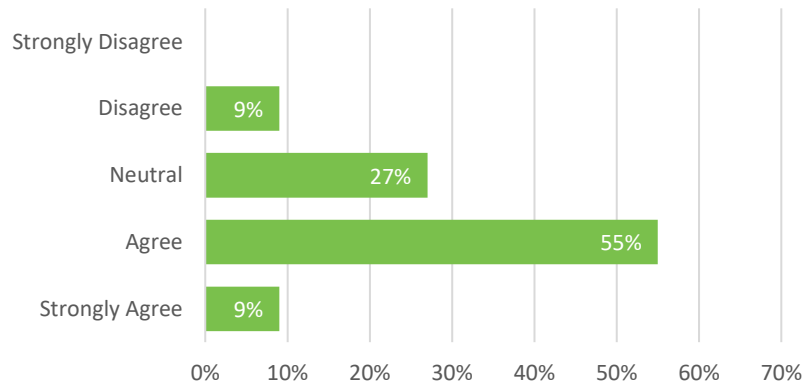
### 57. Effective Meetings

ICC meetings and committee meetings are effective and well run.

#### ELECTED REPRESENTATIVES



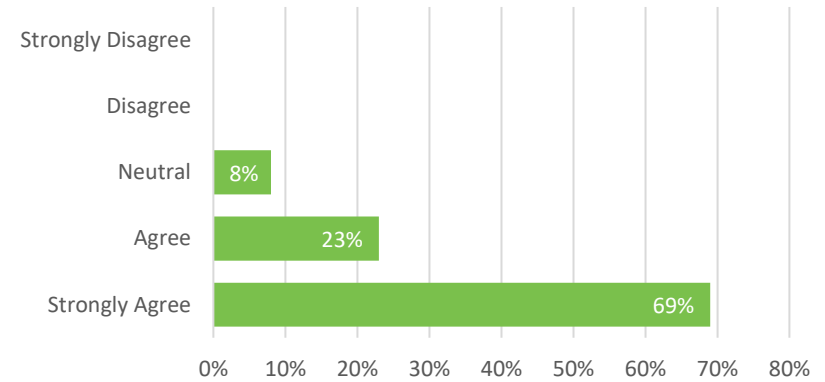
#### STAFF AND APPOINTED REPRESENTATIVES



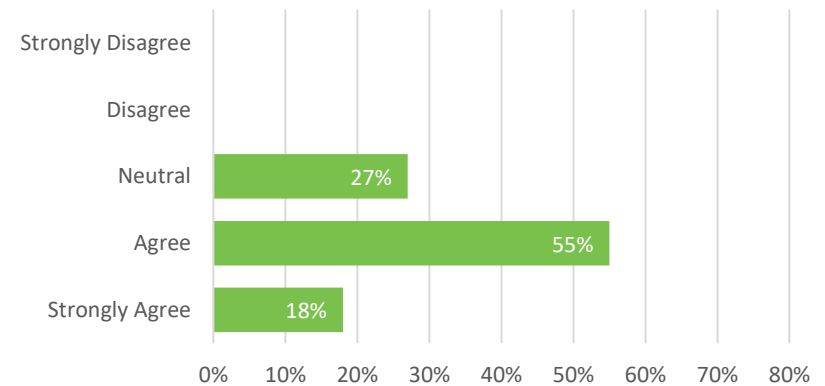
### 58. Conflict of Interest

I am confident in my understanding of the rules around conflict of interest.

#### ELECTED REPRESENTATIVES



#### STAFF AND APPOINTED REPRESENTATIVES

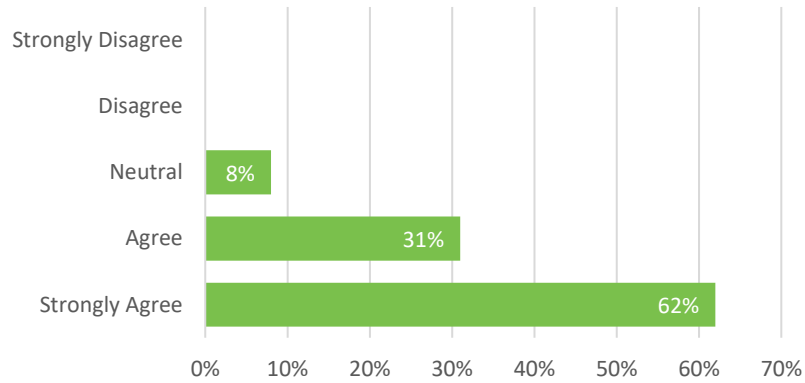




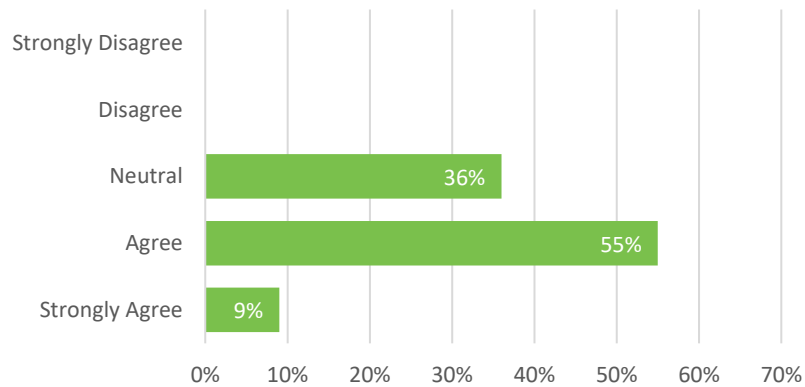
### 59. Standing Orders

I am confident in my understanding of the rules of meeting procedure and standing orders.

#### ELECTED REPRESENTATIVES



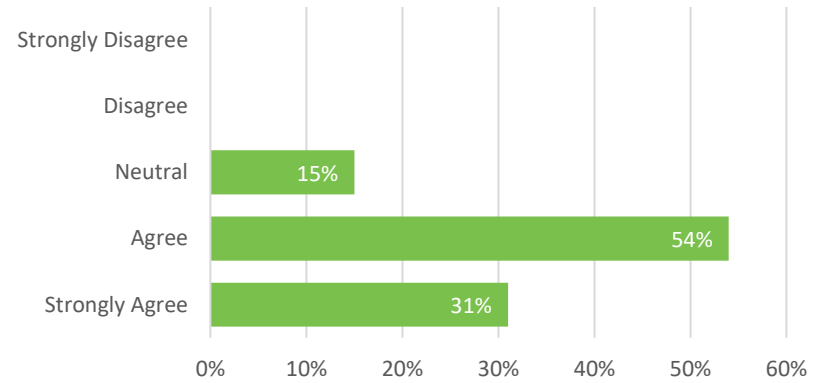
#### STAFF AND APPOINTED REPRESENTATIVES



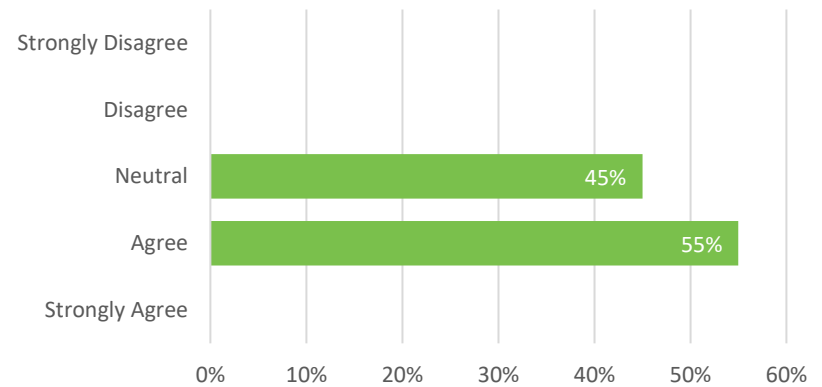
### 60. Meeting Procedure

Proper meeting procedure is observed by ICC councillors (ie. unnecessary notices of motion, points of order etc. are avoided)

#### ELECTED REPRESENTATIVES



#### STAFF AND APPOINTED REPRESENTATIVES



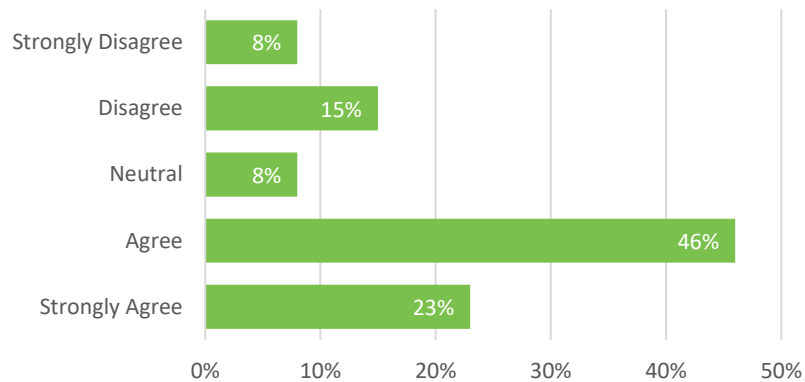
**SECTION 10**

**Tensions**

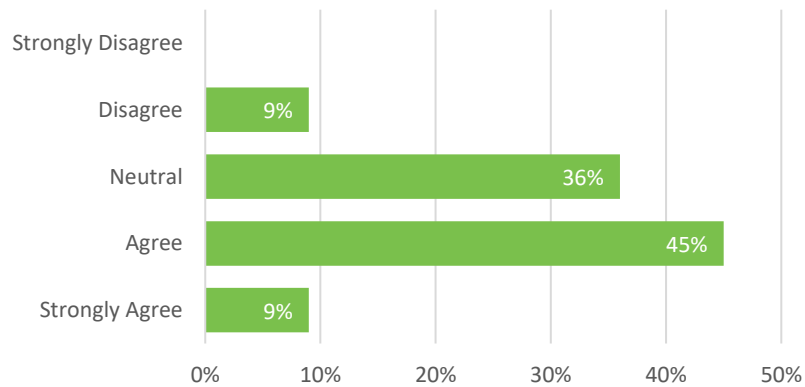
## 61. Complaints

I have a good understanding of what the appropriate channels and processes are for complaints about other councillors, the mayor, CEO or council staff.

### ELECTED REPRESENTATIVES



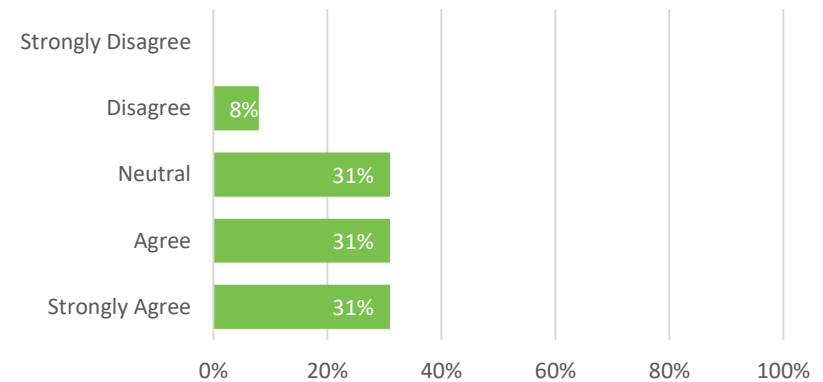
### STAFF AND APPOINTED REPRESENTATIVES



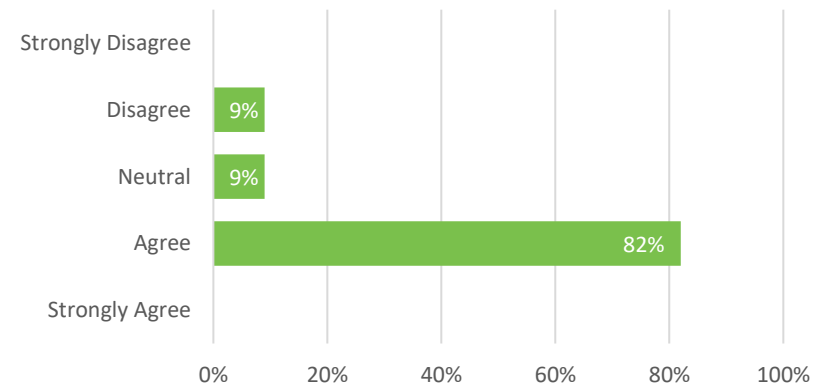
## 62. Dividing Issues

Councillors are making positive progress on resolving issues which have divided council in the past (or have defined an agreed decision-making process for these topics).

### ELECTED REPRESENTATIVES



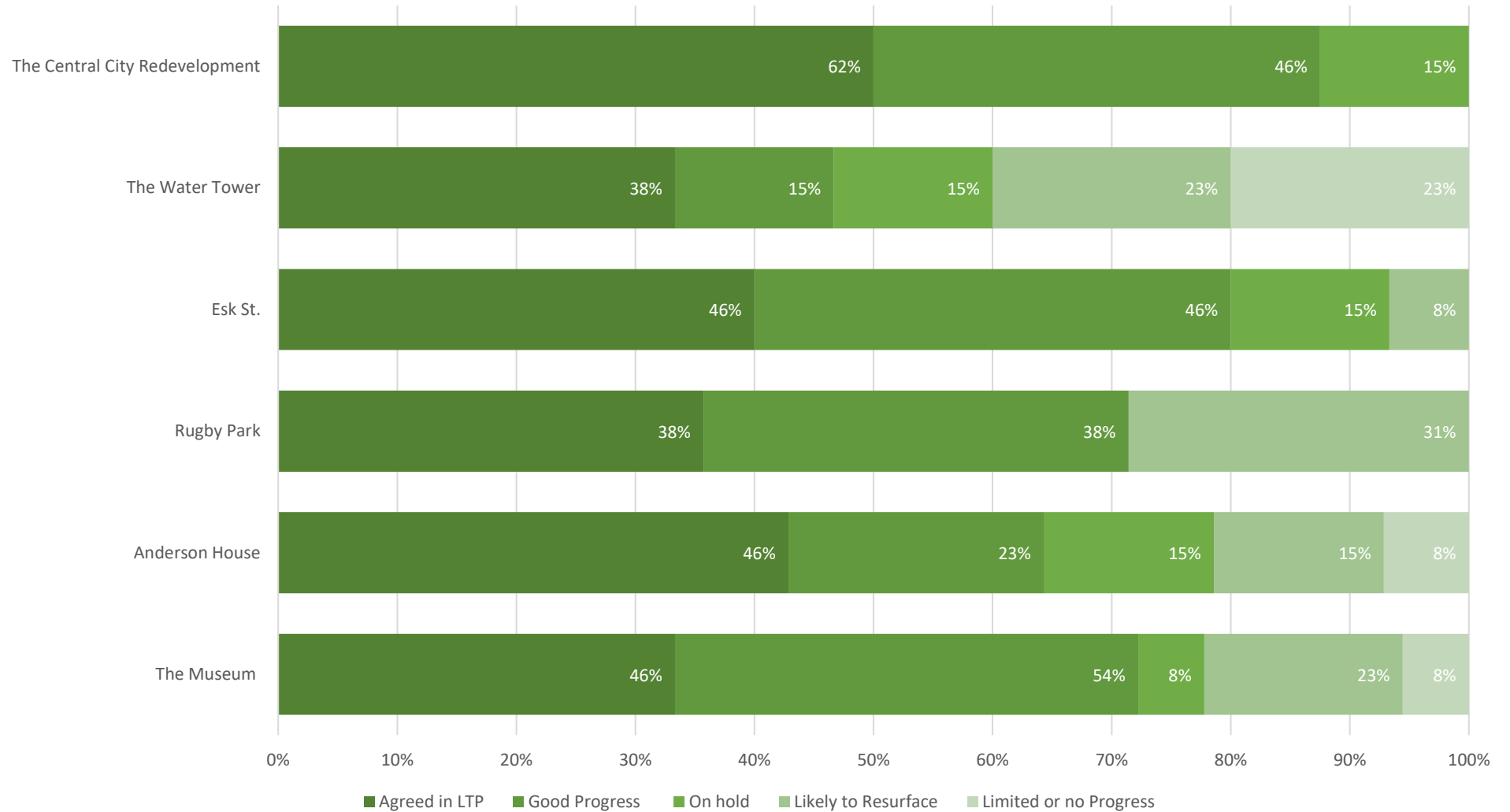
### STAFF AND APPOINTED REPRESENTATIVES



## 63. Contentious Issues

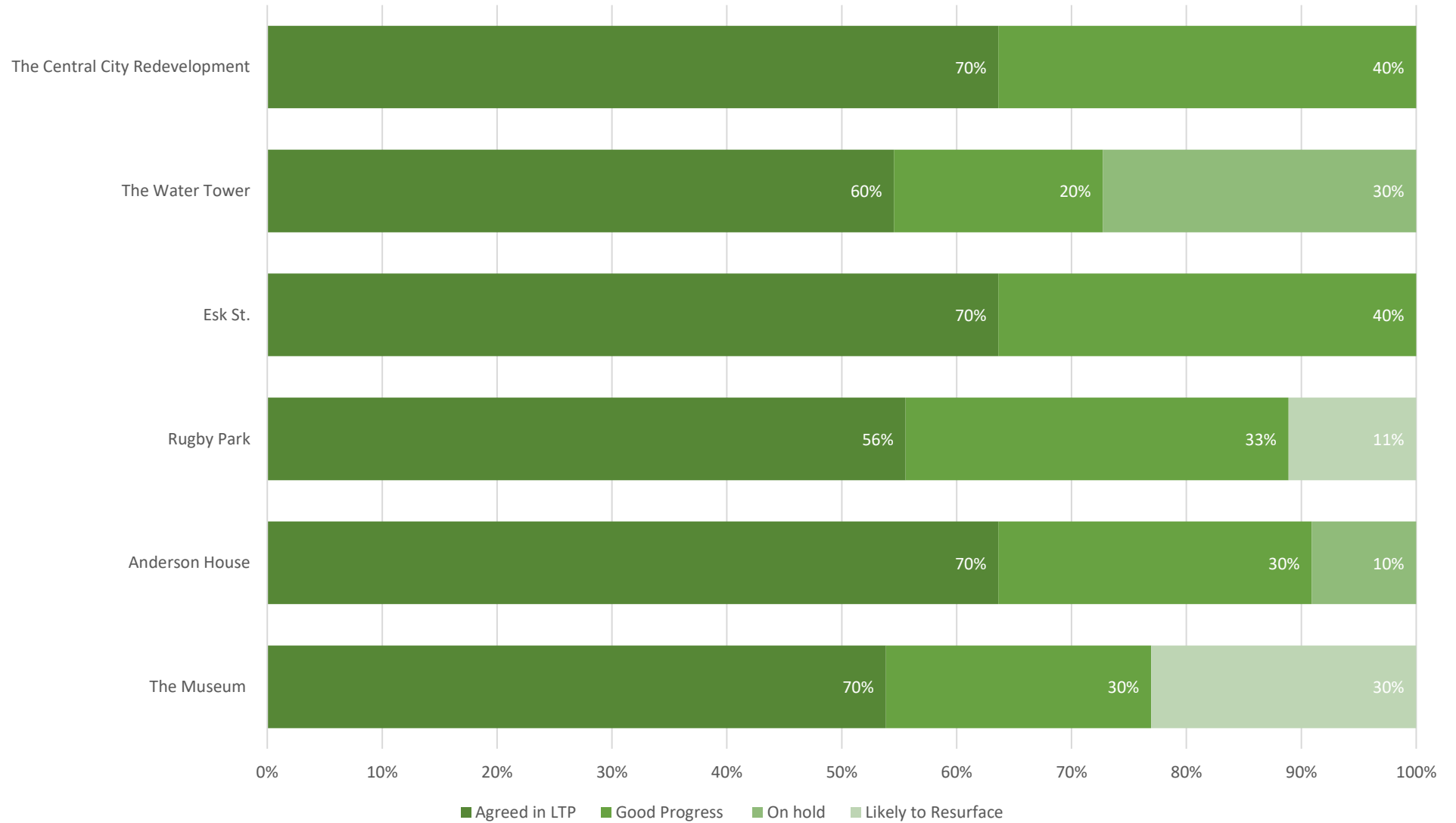
How are council progressing on coming to agreement on the following issues?

### ELECTED REPRESENTATIVES



## How are council progressing on coming to agreement on the following issues?

### STAFF AND APPOINTED REPRESENTATIVES



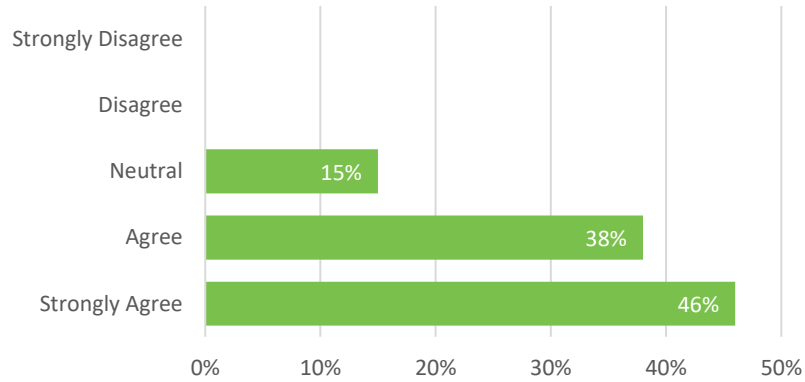
**SECTION 11**

**Media**

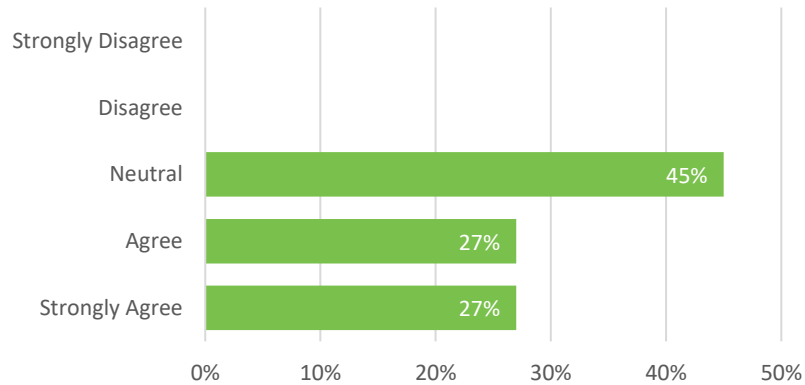
### 64. Council First, Media Second

I am committed to expressing my views to councillors around the table, prior to expressing them to the media.

#### ELECTED REPRESENTATIVES



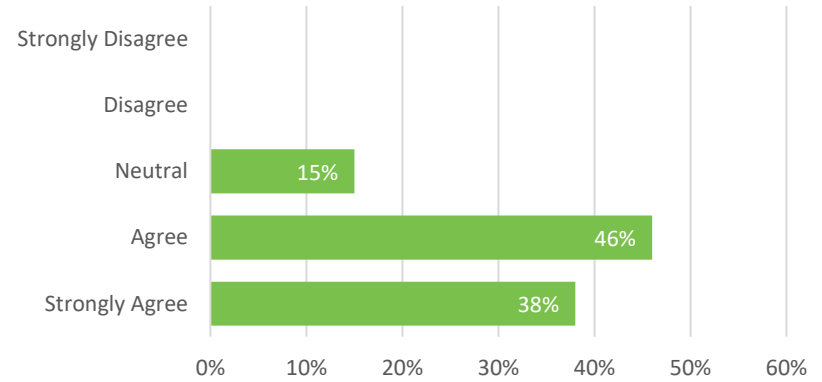
#### STAFF AND APPOINTED REPRESENTATIVES



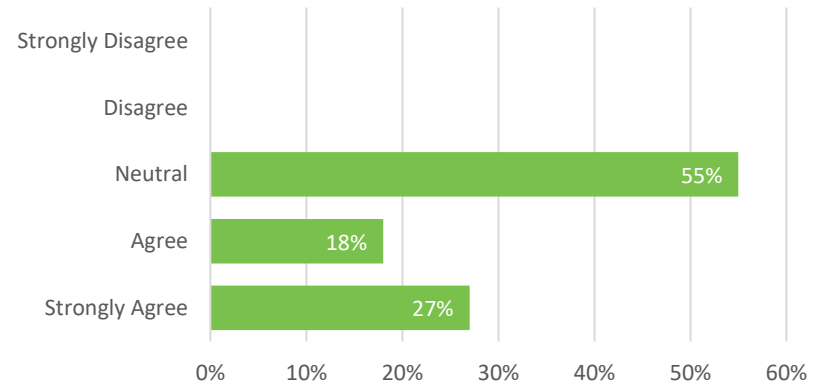
### 65. Listen First, Media Second

I am committed to hearing councillor's views on an issue, prior to expressing my own to the media.

#### ELECTED REPRESENTATIVES



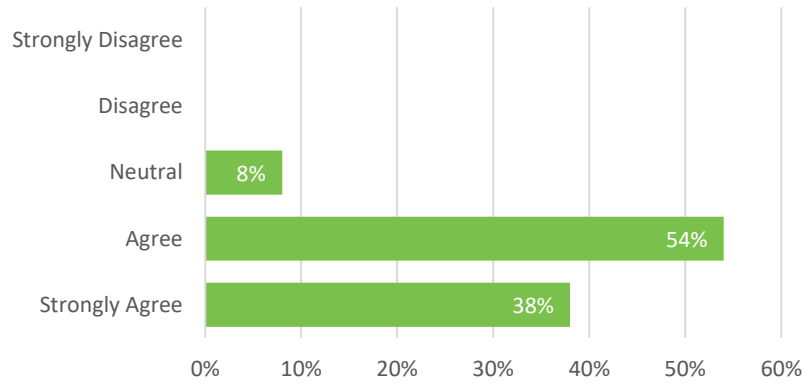
#### STAFF AND APPOINTED REPRESENTATIVES



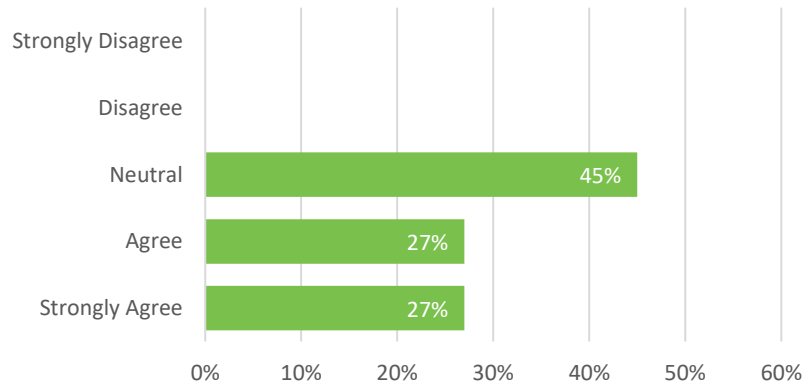
## 66. Respect for Others in Media

I maintain respect for others in what I say to the media, even if I don't agree with their position on an issue.

### ELECTED REPRESENTATIVES



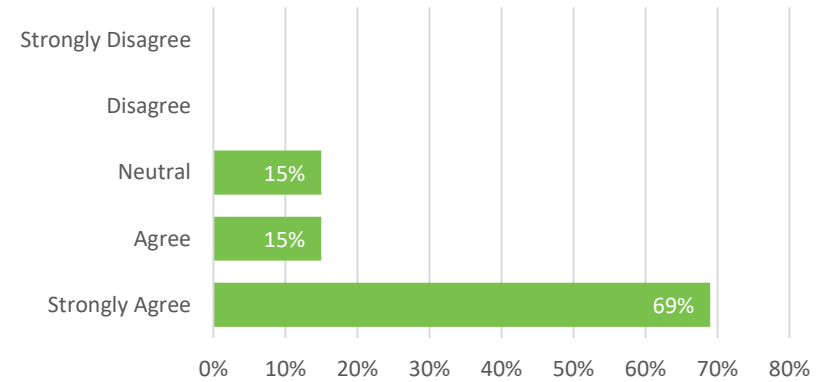
### STAFF AND APPOINTED REPRESENTATIVES



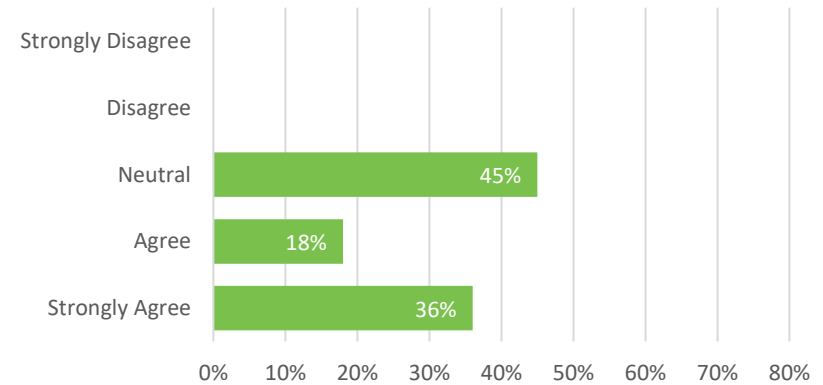
## 67. Not Leveraging Media

I am committed to maintaining the credibility of council and the associated decision-making processes, by refraining from using the media as a tool to advance my own viewpoint.

### ELECTED REPRESENTATIVES



### STAFF AND APPOINTED REPRESENTATIVES





# **SECTION 12**

# **Vision & Direction**

## 68. Vision and Direction

**In 1-2 sentences how would you define Invercargill City Council's current vision for the city?**

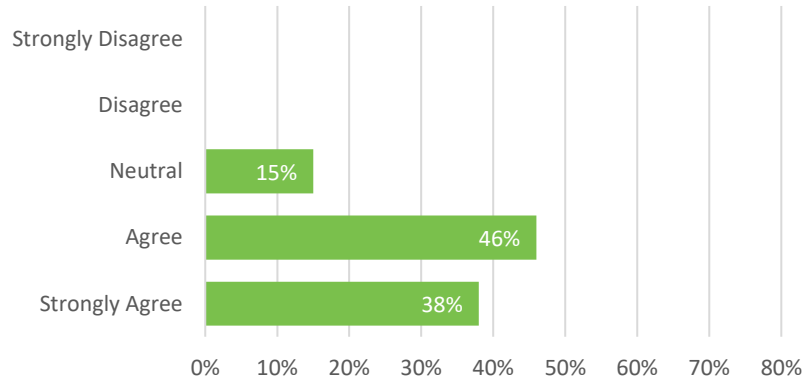
ELECTED REPRESENTATIVES
We are looking at seeing Invercargill transformed into a modern hub whilst maintaining vestige's of cities character. This will be the biggest transformation in the last 100 years. It's our job to ensure we deliver what has been promised.
POOR
Very positive vision as debated with sufficient input by those with the expertise needed to form options for a group of people without specific qualification (Ie elected members are from a wide range of backgrounds not necessarily with building, art, financial acumen relating to issues.)
To foster a progressive and exciting city while balancing our obligations to the basic social needs of our people.
I think the vision is good and serves its purpose on providing direction. I disagreed with the wording in discussions about it but was fine with going with the majority and the sentiment it expresses.
We aim to enhance our city and preserve its character while embracing innovation and change.
Transformative and fully committed
Bold ambitious achievable
Positive & forward looking. Committed to the future well beyond the term of current Council.
The recently adopted LTP is the most visionary and achievable one that I have been involved with during my 4 terms on council. The vision caters for both solid long term infrastructure requirements as well as social wellbeing requirements for the community.
Average to medium
Progressive and aware of changing financial climates along with awareness of current pandemic potential effects
Family friendly with good CBD progress but an inability to resolve closed facilities in a timely manner

STAFF AND APPOINTED RESPRESENTATIVES
To achieve Our City with Heart through our roadmap to renewal
Our city with heart.
The Council has a vision for the city that should enable it to effectively deliver the projects identified in the LTP
To make real, coordinated gains for the community in the services Council provides - especially the shape, feel and look of the city.
Medium term focused. It needs to expand to take in the longer term at some stage into the future.
The easiest to understand and most meaningful vision for quite some time. Good alignment of vision throughout all Council strategic documents
Focused on capital delivery and not on people as much
Worthy of pursuing and likely to achieve the outcomes sought.
Recognition of the need for renewal, of investment in the city.

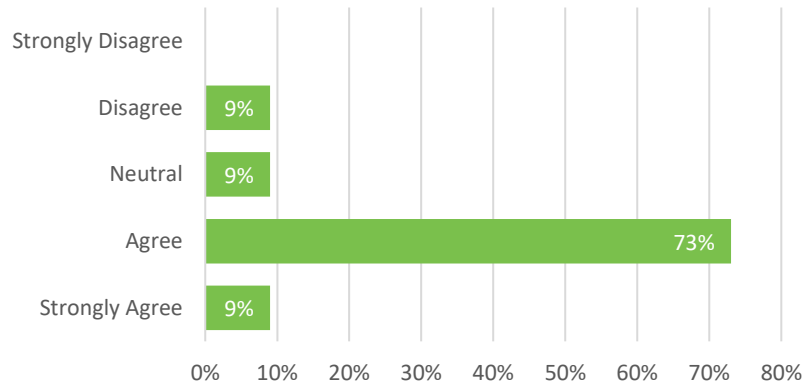
## 69. Debt and Risk

There is general agreement around Council debt levels, risk appetite, and rating policies.

### ELECTED REPRESENTATIVES



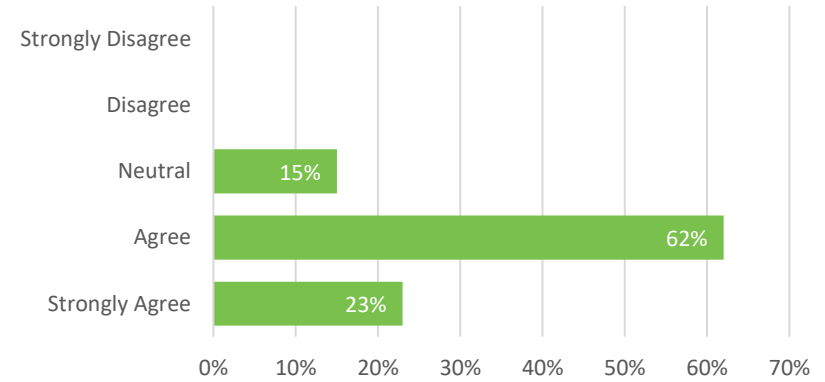
### STAFF AND APPOINTED REPRESENTATIVES



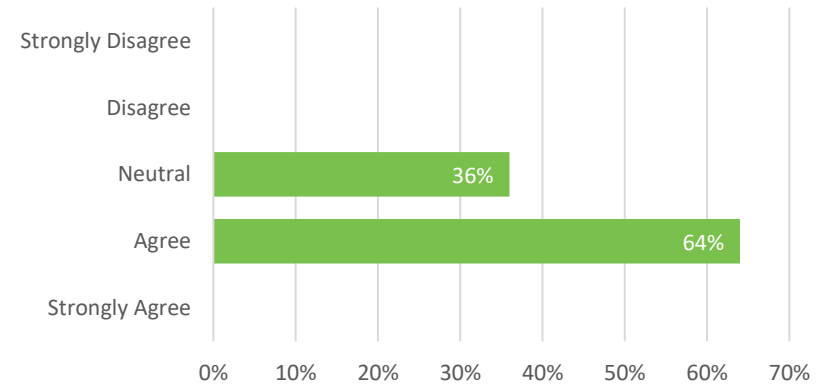
## 70. Performance Targets

The Council and the CEO have a formal agreement as to key performance targets.

### ELECTED REPRESENTATIVES



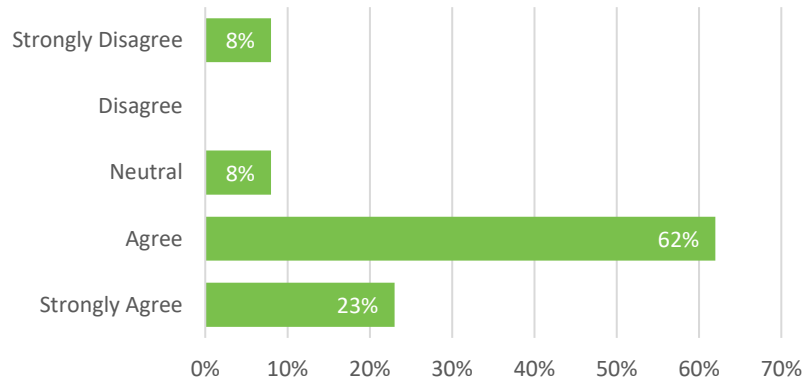
### STAFF AND APPOINTED REPRESENTATIVES



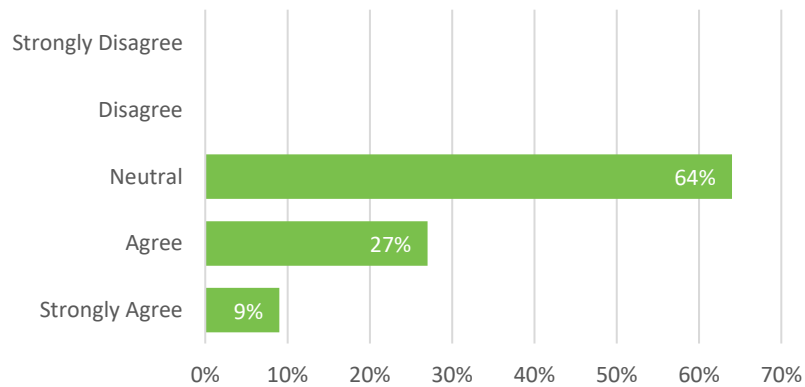
## 71. Input on Performance Targets

I feel I have had input into performance targets.

### ELECTED REPRESENTATIVES



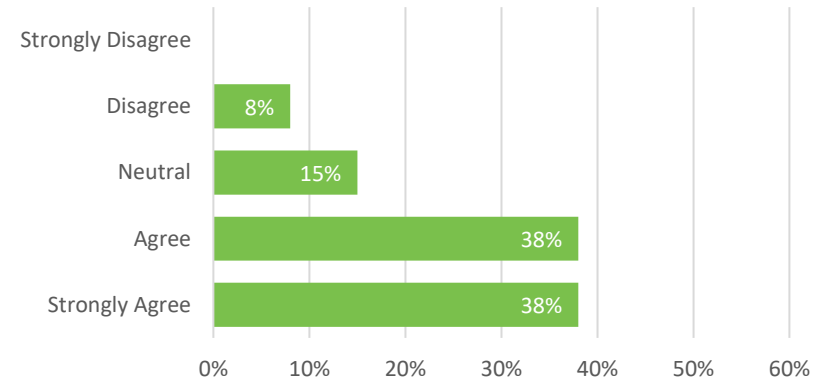
### STAFF AND APPOINTED REPRESENTATIVES



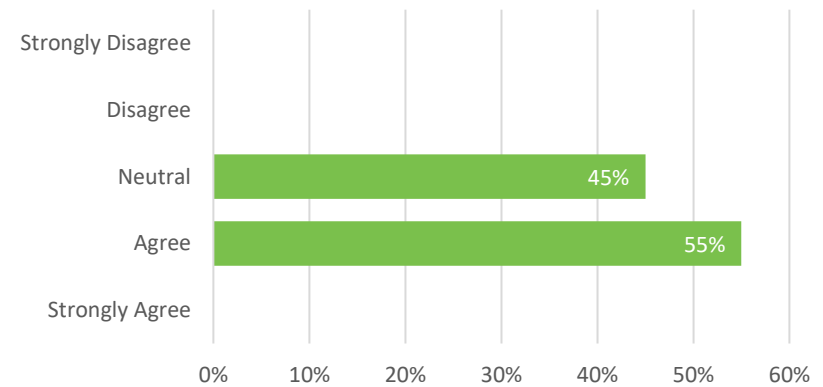
## 72. Alignment of Goals

Performance targets are aligned with the critical issues for Council, as well as strategic documents, such as the Long Term Plan vision, strategy and agreed goals.

### ELECTED REPRESENTATIVES



### STAFF AND APPOINTED REPRESENTATIVES



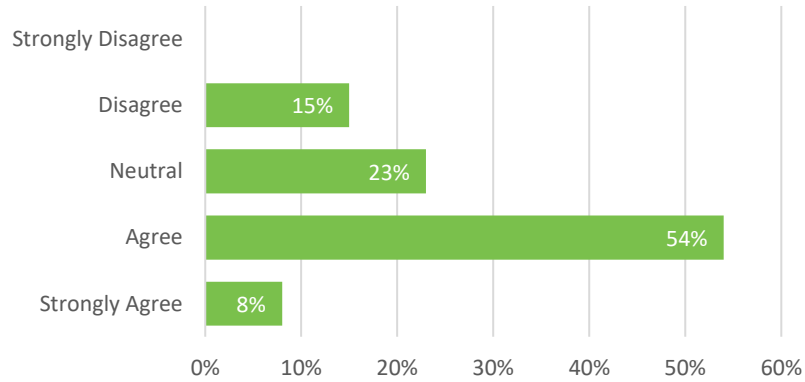
**SECTION 13**

**Training**

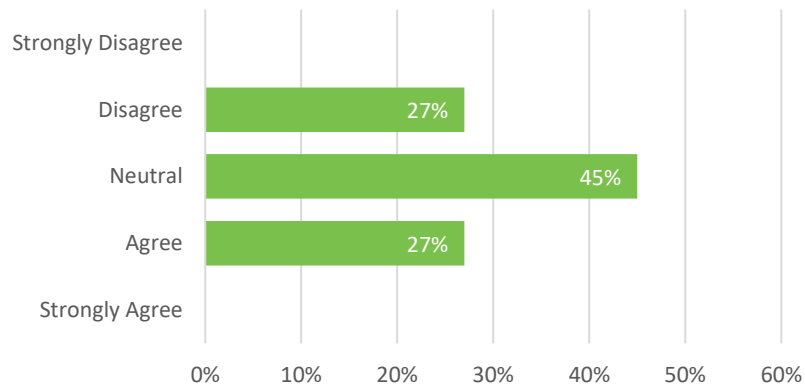
### 73. Councillor Induction Training

The induction training for becoming a councillor is effective and sufficient.

#### ELECTED REPRESENTATIVES



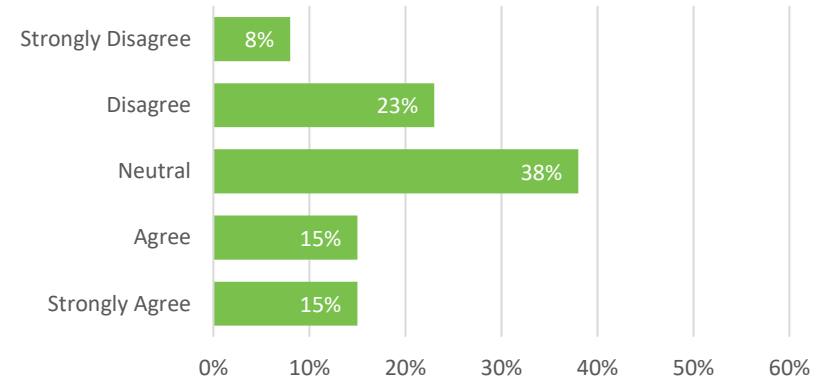
#### STAFF AND APPOINTED REPRESENTATIVES



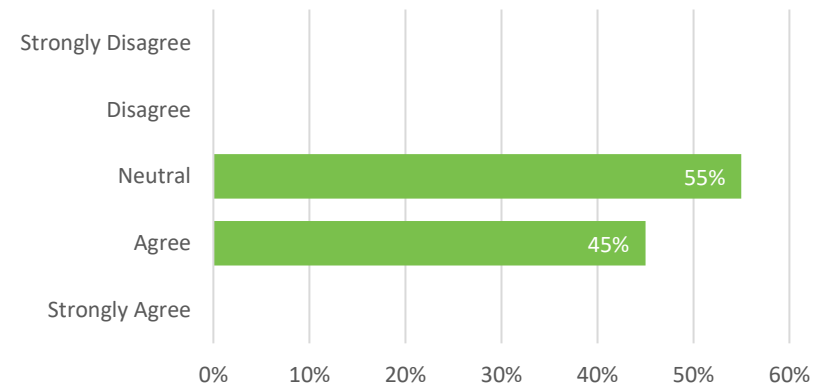
### 74. PD Courses in the past 6-months

The professional development courses offered in the past 6-months have been relevant and helpful.

#### ELECTED REPRESENTATIVES



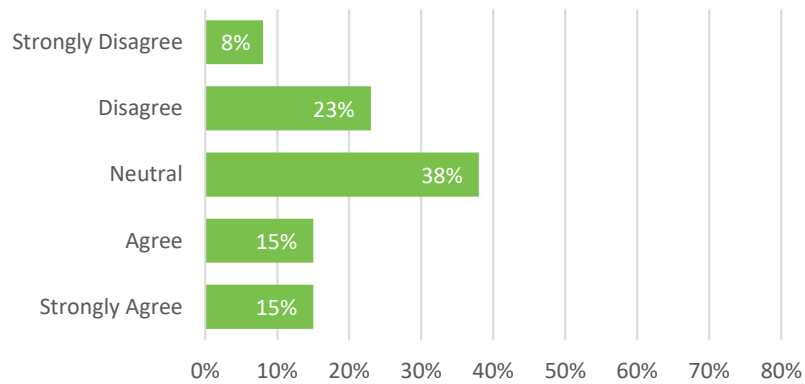
#### STAFF AND APPOINTED REPRESENTATIVES



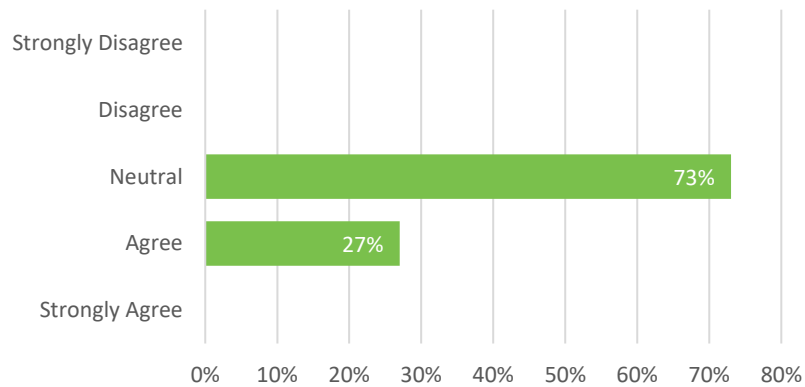
### 75. Impact of Training on Individuals

I have changed my approach or have been able to improve my performance as a result of professional development undertaken over the past 6 months.

#### ELECTED REPRESENTATIVES



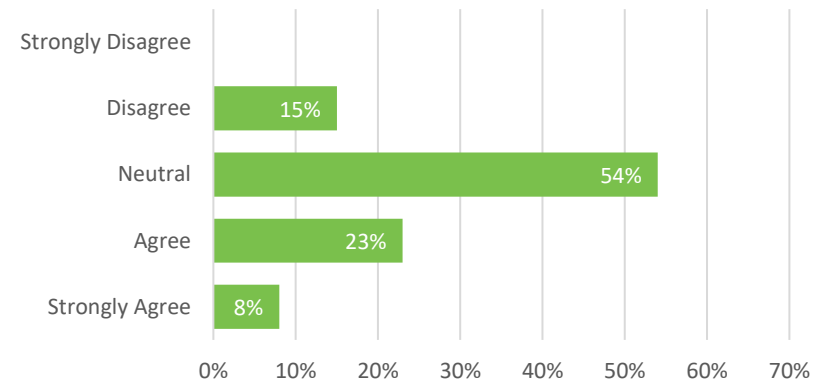
#### STAFF AND APPOINTED REPRESENTATIVES



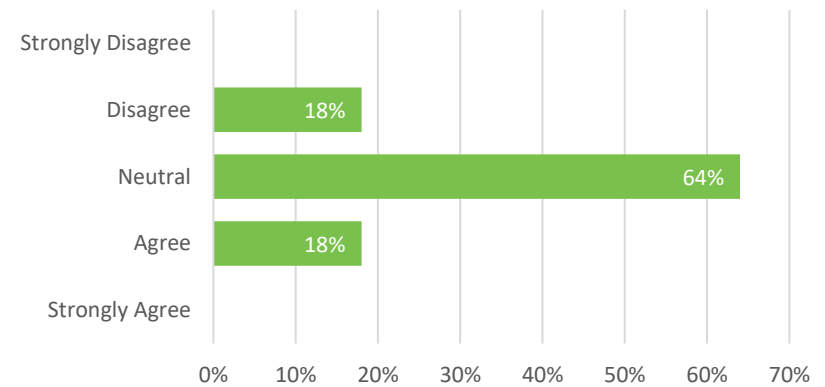
### 76. Amount of Professional Development

The amount of professional development currently on offer is sufficient.

#### ELECTED REPRESENTATIVES



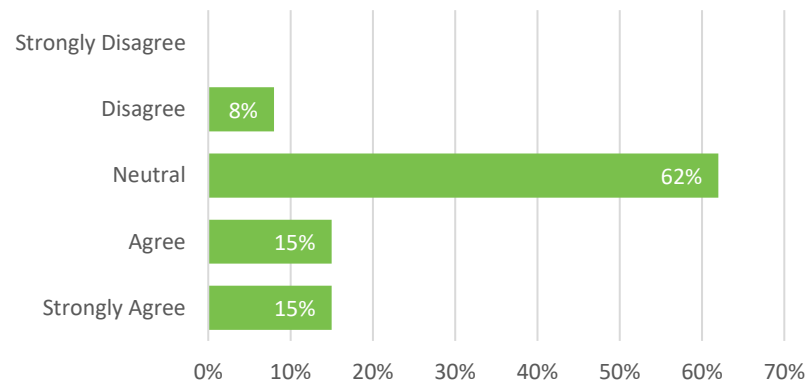
#### STAFF AND APPOINTED REPRESENTATIVES



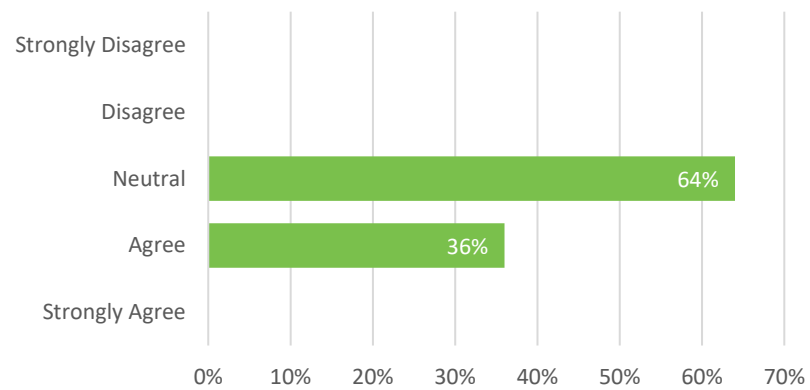
## 77. Impact of Training on Council

The training and professional development offered over the past 6-months has made a positive difference to the culture and effectiveness of council.

### ELECTED REPRESENTATIVES



### STAFF AND APPOINTED REPRESENTATIVES





**SECTION 14**

**Final Comments**

## 78. Final Comments

ELECTED REPRESENTATIVES
The Council has been side-tracked over the last four and a half years due to the lack of effective leadership and the inability of the CE to work with the current Mayor.
Long survey!
Substantial improvements made by having the Thomson report and the external advisors. I sincerely hope when their brief ends that there will be adherence by all to the new protocols successfully established to date
This survey offers many loaded questions which don't really address individual key issues. The Council needs to address the needs of every single Councillor. The current culture remains toxic underneath the whitewash of working groups and outside observers.
Thanks
With the clear exception of the Mayor, and occasional tendency of the Deputy Mayor to use media to air issues to get support for his position on issues, everything else is going very well
Council is working efficiently and effectively
Progress will continue only if the majority stay committed to it.
This survey has missed the key issues around the Mayor's performance

STAFF AND APPOINTED REPRESENTATIVES
I believe that most elected members, the ELT and the CE have made significant efforts in improving ICC Governance and Leadership including the Deputy Mayor. The Deputy Mayor has differing views on some key issues and doesn't always follow process on these but appears to be making solid efforts. The Mayor does not seem to have changed his approach following the Thomson Report findings. There is also a mix of elected members engaging actively in their role and a smaller number who generally appear disengaged in the process.
I have responded "neutral" to questions that are directed more toward elected members or conduct during meeting, which I am not involved in.
The Council has made positive progress but the issue of Sir Tim's ongoing political ambitions (standing for the next triennium) and his mental impairment remain a constant impediment to council development but above all remain a very real concern for him personally (I agree that his legacy is being diminished and he has limited capacity to be a mayor or councillor).
There is no one answer to some questions. For example the standing committee meetings are run very well but Council meetings are not despite the support the CE and councillors provide. The Chairs are performing but the Mayor is not. One day people will look back and say - Council meetings became farcical why didn't we act sooner.
There is progress. Some of it is fragile. Chairs are endeavouring to lead in a respectful way. The Deputy Mayor is more considerate of his actions /approach, even when he holds different views.
As a contractor, I am neutral on a lot of these questions.



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