

Working on Working Together Project Governance Group Meeting

Purpose of the Group:

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

Working on Working Together	
Date / Time:	Wednesday 2 March 2022 at 8.00 am
Location:	Council Chambers
Zoom Details	Meeting ID: 894 5748 9422 Passcode: 133844
Requested Attendees	Bruce Robertson, Richard Hardie, Nobby Clark, Jeff Grant, Lindsay McKenzie, Lesley Soper, Nigel Skelt, Graham Lewis, Clare Hadley
Chair	Nobby Clark
Supported by	Michael Morris, Jane Parfitt, Lisa Knight, Liz Williams

AGENDA

Item	Topic	Lead	Time
1.	APOLOGIES		
2.	NOTIFICATION OF URGENT OR GENERAL BUSINESS		
3.	HEALTH AND SAFETY		
4.	MINUTES FROM THE PREVIOUS MEETING		
5.	MATTERS ARISING AND ACTIONS		

Project Governance Group - Agenda

6. **PROJECT UPDATE** *(PAPER ATTACHED)*
7. **LEGACY REPORT FRAMEWORK** *(PAPER ATTACHED)*
8. **SCHEDULE OF PREPFESSIONAL DEVELOPMENT** *(PAPER ATTACHED)*
9. **GENERAL BUSINESS**
10. **NEXT MEETING**
6 April 2022

Project Governance Group Meeting	
Date / Time:	Wednesday 2 February 2022 at 8am
Location:	Council Chambers
Purpose of the Group	<ul style="list-style-type: none"> • To oversee the delivery and measure progress of the final phases of the Working on Working Together Action Plan • To provide regular reports to the Mayor and Councillors • To ensure stakeholders are kept informed
Attendees	Cr Nobby Clark (leaving at 9am) (Chair); Jeff Grant (standing in as Chair from 9am); Lindsay McKenzie (zoom), Bruce Robertson (Chair Risk and Assurance) (via Zoom), James Stratford (DIA) (via Zoom), Councillors Nigel Skelt; Lesley Soper (leaving at 8.30am via zoom) Graham Lewis; Mayor Tim Shadbolt; Clare Hadley
In Attendance	Cr Alex Crackett (zoom)
Support	Jane Parfitt, Michael Morris, Liz Williams, Lisa Knight (apology)

MINUTES

1. APOLOGIES

Lisa Knight
Richard Hardie not available – James Stratford attended as alternate.
Cr Allan Arnold sent an apology.

2. NOTIFICATION OF URGENT OR GENERAL BUSINESS

Nil.

3. HEALTH AND SAFETY

4. MINUTES FROM THE PREVIOUS MEETING

Previous minutes from the meeting of 1 December November 2021 were agreed by consensus. Moved by Mrs Clare Hadley and seconded by Mr Jeff Grant.

5. MATTERS ARISING AND ACTIONS

Noted.

6. PROJECT DIRECTOR'S REPORT

Supporting the Mayor Group

Cr Abbott had not been able to convene a meeting between the suggested group members and the mayor to understand what support the mayor would like from this group. After some discussion, it was decided that Cr Skelt and Cr Lewis should talk to the Mayor– and report the outcome of the discussion to the chairs meeting next week.

Council Charter

In order to ensure that work continues on implementing the Council Charter, the PGG agreed the following:

- Diary a Council workshop to review charter work in November 2022

- Diary dedicated sessions on the Charter in March/April 2022
- Bi-cultural competency and learning to be included in both the current professional development programme and the induction programme for new Councillors
- Monitoring of engagement and communications with each other (internally) and with community and stakeholders (externally) to ensure Council continues being proactive and responsive and is seen to encourage and value diversity of thought and public participation to be included in the Future Reporting Against outcomes table.
- Incorporate learnings from the Charter Work into our legacy report.
- Monitor Council's work programme to ensure the focus on strategic priority issues is maintained

Six month review

Quantitative Survey

The PGG wished to keep the questions as close as possible to the last survey to enable comparisons to be made.

They confirmed that the only changes would be to:

- Remove questions, 3,4,49 and the open ended question at the end
- Remove question 44 as it was no longer appropriate
- Confine the survey to the Mayor and Elected Members

Open ended review

Bruce Robertson suggested that he would conduct 1 and 1 interviews by zoom covering whether it was felt that progress has been made on the 4 key issues originally raised by councillors themselves. Jane Parfitt would also be in attendance.

This was supported by the group.

The PGG requested the inclusion on views, on media and communications be canvassed. The CEO suggested it would be useful to discuss learnings from the project. It was confirmed that there would also be an opportunity to raise anything else seen as relevant going forward.

In addition to the Mayor, Elected Members and the Chief Executive, the EAs would also be included in the open ended review.

Future Reporting against Outcomes

No discussion

Draft workplan

No discussion

Budget

It was noted that the project is well under budget.

Risk Register

No change from December. No discussion.

Communications Update

Comms strategy has been endorsed by ELT and now with the wider organisation for comment.

A Councillor workshop has been booked for 1 March 2022. Discussions there will also inform what media Training is required

8. SURVEY QUESTIONS

Covered in 7. Above.

9. GENERAL OR URGENT BUSINESS

Nil.

10. NEXT MEETING

2nd March 2022

11. WRAP UP AND CONFIRMATION OF ACTIONS

Action Items			
Item	Action	Who	When
Meeting 2 February 2022			
1	Confirm with Impact Consulting the Quantitative Survey questions to be used	Jane Parfitt	By 4 February 2022
2	Cr Skelt and Cr Lewis to meet with the Mayor around support and report back to the Chairs Meeting		February 2022
3	Council Charter <ul style="list-style-type: none"> o Diary a Council workshop to review charter work in November 2022 o Diary dedicated sessions on the Charter in March/April 2022 o Bi-cultural competency and learning to be included in both the current professional development programme and the induction programme for new Councillors 	Liz Williams Liz Williams Michael Morris/Clare Hadley	Nov 2022 Mar/April 2022

A

To:	Project Governance Group
Date:	2 nd March 2022
Subject:	Project Update
Prepared by:	Project Secretariat
Authorised by:	Clare Hadley (Chief Executive)

1. Purpose

The purpose of this report is to provide the PGG with an update on the activities of the project since the last meeting held on 2nd February 2022.

2. Decision/Direction Sought

That the Project Governance Group (PGG):

- confirm whether they wish to progress the Supporting the Mayor Group (ref s 3)
- provide feedback and guidance on the suggested approach to the legacy report (ref s 4)
- note that the “Future Reporting against Outcomes Table” has been updated to include the two outcomes discussed at our last meeting (ref s 6).

3. Supporting the Mayor Group

After the last PGG meeting, Cr Skelt and Cr Lewis met with the Mayor to discuss support for His Worship through this proposed Group. They subsequently reported back to the Chairs’ Meeting.

A verbal update will be provided at the meeting.

4. Legacy Report

The proposed framework for the Legacy report is attached as Appendix A.

As you consider it, we suggest you note:

- while the main audience is Council and our community, we think there will also be learnings for the sector
- as previously agreed, we will provide the Department of Internal Affairs with the report as a record of how we have responded to their letter in August 2020 and request their response
- there may be changes to how we frame things when writing gets underway, but these will not be material
- our aim is to provide you with a draft at your meeting on 4th May so that the final version can be presented to Council on 24th May.

We welcome your feedback and guidance.

5. Six Month Review

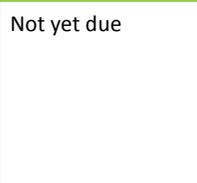
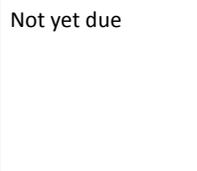
The dual approach (of an independent external quantitative survey and a qualitative review led by the Chair of Risk and assurance) to this review is underway.

The Impact Consulting quantitative survey is currently live and the interviews for the open ended review are scheduled. The combined results will be the main topic for our April meeting.

6. Future Reporting against Outcomes (as at February 2022)

Updates are shown in red.

There are 13 actions “not yet due” and 3 orange “lights”, one each for finance, media, and professional development. The remaining actions are all green.

NO.	OUTCOME	KEY RESULT AREA	KEY PERFORMANCE INDICATOR	FREQUENCY AND METHOD OF MEASUREMENT	PROGRESS INDICATOR (TRAFFIC LIGHTS)	COMMENTS
1.	The elected Council is able to function as a governing body	a) The Council Charter is adopted	Charter behaviours are demonstrated	a. Quarterly self-assessment, led by Chairs’ Group – this will be covered in wrap up review The next Residents Survey to include governance KPIs and survey results are positive		The 2021 six month review confirmed that this is on track.
		b) The LTP is adopted by 30 June	Governance oversight ensures timely decisions are made and implementation risks and challenges are addressed on an ongoing basis.	Active engagement by Risk and Assurance Committee of quarterly reports		Next Residents survey scheduled for 1 st quarter 2022. Relevant questions have been included
		c) Effective Support is in place for decision making	Staff reports reflect good practice and meet statutory requirements so that Council can make timely, informed decisions.	Internal quality assurance check (quarterly report by Governance & Admin Team (G&A))		LTP has been adopted therefore this can be closed
2.	The Mayor, Deputy Mayor, and Committee / Deputy Chairs are able to provide leadership to other Elected Members and the Council	The role of the Deputy Mayor is agreed.	Expectations are agreed by Council.	Six month feedback by all Councillors, against agreed expectations.		The 2021 six month review confirmed that this is on track.

Project Governance Group - PGG - Project Update Report

NO.	OUTCOME	KEY RESULT AREA	KEY PERFORMANCE INDICATOR	FREQUENCY AND METHOD OF MEASUREMENT	PROGRESS INDICATOR (TRAFFIC LIGHTS)	COMMENTS
	organisation					
		Key governance issues are identified and progressed	Notes from Chairs Group meetings demonstrate "raising the bar" Council and committee discussions (captured in Minutes) demonstrate that Council addresses both high level strategic issues in a timely manner as well as routine business.	Each Chairs Group agenda concludes with a short assessment of how the meeting went/what it achieved Internal quality assurance check (quarterly report by G&A)		The 2021 six month review confirmed that this is on track. Due end of 3rd quarter 2021/2022 – as this is linked to the new report templates and training A small delay to align with the introduction of the new templates.
3.	Elected Council Members have the understanding required to carry out their local governance role.	a) Support for Councillors Working Group ensures an appropriate 12 monthly professional development programme is in place.	80% of Councillors attend each workshop Feedback is positive	Monthly Post workshop surveys		To date attendance has been more than 80% Feedback after the first course generally positive Appendix B contains the current programme for information.
4.	Elected Council members have the capability and knowledge to make decisions effectively.	a) The Strategic Projects Working Group ensures a clear decision-making framework is in place.	Decision-making framework is followed.	The next Residents Survey to include governance KPIs and survey results are positive.	Not yet due	Next Residents survey scheduled for 1 st quarter 2022 Relevant questions have been included.

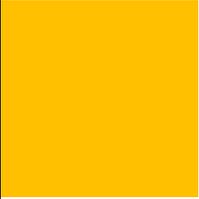
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NO.	OUTCOME	KEY RESULT AREA	KEY PERFORMANCE INDICATOR	FREQUENCY AND METHOD OF MEASUREMENT	PROGRESS INDICATOR (TRAFFIC LIGHTS)	COMMENTS
		b) Effective support is in place for decision-making	Staff reports reflect good practice and meet statutory requirements so that Council can make timely, informed decisions.	Internal quality assurance check (quarterly report by G&A)	Not yet due	Due end of 3rd quarter 2021/2022
		c) Comprehensive induction programme is in place for all new elected members.	Feedback is positive.	Survey of Elected Members held triennially, or subsequent to any by-election.	Not yet due	Survey of elected members after next election or any by-election - G&A team.
5.	Elected council members are able to work effectively with the council Chief Executive and ELT.	There is mutual trust and confidence between elected Council members and management (especially the Chief Executive) to deliver successful community outcomes.	The Mayor, elected members and Chief Executive project a publicly united view on all strategic matters	Monthly assessment by the Deputy Mayor, Chief Executive and External Appointees		The 2021 six month review confirmed that this is on track.
6.	A lasting legacy for future councils will be provided	a) Comprehensive induction programme is in place for all new elected members	Feedback is positive	Survey held triennially or subsequent to any by-election.	Not yet due	Survey of elected members after next election or any by-election. Undertaken by the G&A team to ensure a quality induction programme is delivered. Review and redevelopment of the programme to begin January 2022. Preparation for legacy report underway
		b) Professional development	80% attendance attend workshops on initial	Monthly		Attendance to recent workshop was above 80%

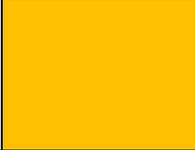
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NO.	OUTCOME	KEY RESULT AREA	KEY PERFORMANCE INDICATOR	FREQUENCY AND METHOD OF MEASUREMENT	PROGRESS INDICATOR (TRAFFIC LIGHTS)	COMMENTS
		programme remains in place and evolves according to need.	schedule			
		c) Effective support is in place for decision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

Project Governance Group - PGG - Project Update Report

NO.	OUTCOME	KEY RESULT AREA	KEY PERFORMANCE INDICATOR	FREQUENCY AND METHOD OF MEASUREMENT	PROGRESS INDICATOR (TRAFFIC LIGHTS)	COMMENTS
			<p>network infrastructure services exceeds depreciation on those 5 services)</p> <ul style="list-style-type: none"> Debt servicing benchmark (Interest expense is less than 10% of operating revenue) <p><i>Predictability measures:</i></p> <ul style="list-style-type: none"> Debt Control benchmark (Net debt is less than or equal to forecast debt in the LTP) Operations control benchmark (Net cash flow from operations equals or exceeds budget) 			<p>Achieved 2.4%</p> <p>The lower than depreciation capital expenditure was largely due to some capital project scheduled to be completed during the year have been started by not completed.</p> <p>Not achieved 183.1%.</p> <p>Actual net debt \$56,733,000.</p> <p>Budgeted net debt \$30,992,000</p> <p>Target was not met due to higher than planned trade and other payables balance which included subsidy revenue received in advance but not spent for shovel ready and 3 waters stimulus projects and the purchase of shares in ICHL to fund the city centre investment.</p> <p>Achieved 125%</p> <p>Actual net cash from operations \$32,971,000</p> <p>Budgeted net cash from operations \$26,414,000</p>

Project Governance Group - PGG - Project Update Report

7.	A reputation is established as a high performing council.	a) There is trust and confidence in the Council's ability to make effective decisions in the best interest of the community Positive media coverage	Key local stakeholders are positive with regard to Council's performance. Media monitor assesses negative/neutral/positive stories	The next Residents Survey to include governance KPIs and survey results are positive Annual interviews conducted with local key stakeholders Monthly	Not yet due 	Next Residents survey scheduled for 1 st quarter 2022. Timing still to be confirmed. Improving
8.	Council is seen to continue being proactive and responsive and to encourage and value diversity of thought and public participation.	a) Regular media coverage of Council activity b) Public participation is diverse	Regular proactive media releases and social media posts. Public participation is proactively encouraged and measured.	Monitored Monthly from March 2022. Monitored Quarterly from June 2022	Not yet due Not yet due	
9.	Council's work programme maintains a focus on strategic priority issues.	Council and Committee agendas reflect a focus on strategic issues	Advice on strategic issues provided each month	Quarterly internal quality assurance check	Not yet due	

Key	
	High risk or major issues to progress – requires action
	Progress but requires “watched”
	On track

7. PGG 2021/2022 Draft Work Plan

PGG Meeting	Strategic Matter	Comment/Status/Notes
March	Discuss approach to handover/legacy report	Include framework and contents
April	Discuss outcome of March review	Provide views to inform Council report
May	Finalise handover/legacy report	Prepare report for Council including a suggested covering letter to DIA

8. Budget Update

After discussions with finance, there is no budget update as the update only covers January for which there was little or no work on this project. The budget will be reviewed again at the April meeting covering January and February figures.

We are confident that the project will be delivered under budget.

9. Project Risk

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

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

Project Governance Group - PGG - Project Update Report

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

Project Governance Group - PGG - Project Update Report

Project Directorate – Risk Register								
	EVENT	CONSEQUENCES	IMPACT	LIKELIHOOD	MITIGATIONS	PERSON RESPONSIBLE	POST – MITIGATION LIKELIHOOD	UPDATE AT 31 JANUARY 2022
	members of Council.	Governance Review are not implemented in accordance with the Council resolutions.						
11	Complacency during the transition period	Momentum is lost and Councillors revert to previous behaviours	H	M	EAs will actively support, mentor and ensure process is followed. PGG discipline continues.	External Appointees, PGG Chair	L/M	

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

10. Communications Update

The PGG meeting in February was livestreamed for the first time and attracted media interest from Stuff/The Southland Times, the Otago Daily Times and Radio New Zealand. The coverage was centred on discussions around the working group to support the Mayor, and highlighted tensions between the Mayor and Deputy Mayor.

A workshop with elected members and mana whenua appointees is scheduled for early March to discuss the draft Communications Strategy, which will seek feedback on Councillor priorities for communications initiatives, as well as media training requirements.

11. Next Meeting – 6th April 2022

12. List of Appendices

Appendix A – Draft Framework for Legacy Report

Appendix B – Professional Development Programme

Appendix A – Draft Framework for Legacy Report

1. Executive Summary and Conclusions

- Problem Definition
- What we did about it and what it cost
- What was the outcome
- What were the learnings

2. Report Purpose/Introduction/Scene Setting

- For different audiences – ICC, the community, LG sector, DIA
- Summary of size and shape of both Council organisation and Council itself
- Tenure of CEO, Mayor, and ELT (at that time)
- Introduction of new committee structure, Chairs Group, and new chairs (May 2020)
- Approach to Strategic projects etc.
- Press coverage
- Receipt of DIA letter in Aug 2020 (Note key points about it including who it was from and who it was to)

3. What we did and when

3.1 Aug-Dec 2020

- Actions to consolidate DIA relationship
- How we advised Council
- Bruce's survey
- RT's Governance Review
- Our advice to Council
- Comms
- Council resolutions Dec 2020 - with an emphasis of Council wanting to address its own issues

3.2 Jan-Dec 2020 - Working on Working Together

- Appointment of EAs – how we approached/ToR etc.
- Appointment of PGG – ToR /membership etc.
- Working groups
- Charter work
- How we supported the plan
- Comms
- The role of R and A

- RT + independent survey – need to cover why delay – July/Oct 2021
- Our Advice to Council
- Comms
- Council resolutions Dec 2021

3.3 2022 - The re-shaped plan

4. Costs and Risks

- Summary of costs
- Did we get value for money
- Could we have taken an alternative approach
- How did we manage risk

5. Final Review and Results – March April 2022

6. Learnings

- What went well
- What changes were put in place that have ongoing wider benefits for Council
- What could we have done better
- Are there learnings for the sector

Appendix B - Schedule of Professional Development Workshops for Councillors

DATE AND TIME	TOPIC	VENUE	PRESENTER/FACILITATOR
25 May 2021¹ 1.00-2.30pm <i>(90 minutes)</i>	Financial Governance: <ul style="list-style-type: none"> — Demystifying accounting terms and financial statements — How financial information is integral to long and short term planning — What to look for in financial reports — LGA financial decision making principles — Invercargill City Council context. 	Committee Room	Kathryn Ball, McIntyre-Dick & Partners, and Michael Day COMPLETED
30 June 2021 1.30-2.30 pm <i>60 minutes</i>	LGOIMA from a governance perspective: <ul style="list-style-type: none"> — Key roles and responsibilities of elected members — Key findings of Ombudsman's report on "LGOIMA compliance and practice in Invercargill City Council", and how those findings were reached. 	Committee Room	Completed Office of the Ombudsman – Gareth Derby via Zoom
4 August 2021 <i>(90 minutes)</i>	Asset Management & Infrastructure: <ul style="list-style-type: none"> — The role they play in Council decision making — Why asset management is important — The purpose of an infrastructure strategy — The purpose of Asset Management Plans. 	Committee Room	Completed
1.00-2.30pm <i>(90 minutes)</i>	Tikanga Māori (including Marae protocol)	Committee Room	External to be confirmed – working on this – not done
31 March 2022 10.00am – 1.30pm <i>(incl lunch)</i>	Meetings: <ul style="list-style-type: none"> • The art of getting buy in to tough decisions - making decisions that stick! • Getting everyone contributing - achieving a consensus/leading the debate; • Handling dissent, amendments and the like; • The role of the Chair in setting the agenda; • What to look for/expect in officers' reports, advice and recommendations; • The pros and cons of members' only time; 	Ascot Park Hotel	Richard Westlake from Westlake Governance had to cancel due to Covid looking at new dates/options for delivering this training - date confirmed

Project Governance Group - PGG - Project Update Report

DATE AND TIME	TOPIC	VENUE	PRESENTER/FACILITATOR
	<ul style="list-style-type: none"> The pros and cons of CE only time; After the meeting - following up, collective responsibility and the right to dissent, debriefing, learning. 		
<i>60 minutes</i>	LGA principles and decision-making requirements: a high level run through of key governance, decision-making and consultation principles. <i>This excludes financial principles, covered in earlier workshop</i>	Committee Room	<i>ICC staff (Strategy and Legal) – not completed</i>
<i>(90 mins)</i>	Te Reo Māori (An Introduction To)	Committee Room	<i>External Provider- investigating options</i>
	Media Training		<i>Lisa Knight to organise media training for Councillors</i>