



## NOTICE OF SPECIAL MEETING COUNCIL

I hereby give notice that pursuant to Standing Order 14.1(a) that a Special Meeting will be held on:-

**DATE:**            **Wednesday, 14 November 2001**            **TIME:**            **5.00 pm**

**VENUE:**        **Civic Centre, 6 Waipareira Avenue, Lincoln, Waitakere City**

to consider:

- i)        appointments to Ad Hoc Organisations;
- ii)       a report on the principle of Waitakere being a GE Free City;

and to take any necessary action connected therewith.

23 November 2001

Sharon Simiona  
**COMMITTEE SECRETARY**

Telephone (09) 836 8000 extn 8820

### **MEMBERSHIP:**

Mayor	RA	Harvey, QSO, JP
Councillors	DQ	Battersby, JP
	BA	Brady, JP
	JM	Clews, QSO, JP
	RP	Dallow, QPM, JP
	AC	Fenton
	OE	Hoskin, JP
	PA	Hulse
	JP	Lawley
	GE	Nash, JP
	VS	Neeson, JP
	GB	Presland
	GW	Russell
	CA	Stone
	DA	Yates

(Quorum 8 members)

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(The reports and recommendations contained in all agendas are reports and recommendations only and are not to be construed, in any way, as Council policy until adopted).

**AGENDA FOR A SPECIAL MEETING OF THE COUNCIL TO BE HELD IN THE  
CIVIC CENTRE, 6 WAIPAREIRA AVENUE, LINCOLN, WAITAKERE CITY,  
ON WEDNESDAY, 14 NOVEMBER 2001, COMMENCING AT 5.00 PM.**

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**1 APOLOGIES**



**2 PRESENTATION**

Mayor Bob Harvey has given consent for a presentation by Dr Peter Maddison and Ms Ailsa Clark from the Organic Shop, West Coast Road, Glen Eden on Genetic Engineering Free.



**3 REPORT BY MAYOR BOB HARVEY ON THE PRINCIPLE OF WAITAKERE BEING A  
GE-FREE CITY**

It is time to move the fraught genetic engineering debate onto a platform that promotes the interest of Waitakere City as a whole. While it is not appropriate at this juncture to rehearse the arguments that have been covered comprehensively in the Royal Commission of Inquiry in to Genetic Modification, it is important that Waitakere City - New Zealand's pre-eminent Eco-City - take a clear stand on the issue.

Waitakere City has fostered the culture of the Eco-City for ten years, and it will continue for many more. We must defend it, promote it, and with the mandate of a new Council, re-launch it. Waitakere City has a large cluster of industries that have chosen Waitakere City precisely on the basis of its Eco-City civic culture. The public debate surrounding the genetic modification of organisms, particularly foods, gives this Council an ideal historic moment to take a stand.

It is also important to clarify that the Eco-City is not only good for people, and good for the environment, but good for business as well. If we as a Council declare ourselves GE Free, then we should do so in order to support this "triple bottom line" of the City. Waitakere City's growing organic food production cluster sees genetically modified organisms within the food cycle as incompatible with their organic status.

*A1-A5*

I **enclose** a letter from Lisa Er of Er-Co, (attached at pages A1 to A5) offering her thoughts on what is effectively the commercialisation of the Eco-City, namely; that a GE-free City is a City that promotes, concentrates and fosters organic producers together for the economic benefit of the whole. I have invited Lisa to this Special Council meeting to discuss her ideas with us. GE free could become a further extension of the Knowledge Wave initiative, in which innovation in particular areas is promoted and encouraged, and keeps smart, responsive people here.

But it is also a matter of principle. As I noted in my speech to the inaugural Council meeting only a few weeks ago, when I talked of the necessity of standing by and strengthening the original vision.

In a world of uncertainty, we must be more certain, more sure of where we are going.

In a world of biological scares, we must defend our land to be as pure as possible.

In a world of deforestation, we must plant more trees and hold on to what we have for dear life.

In a world of polluted water, we must defend our harbours and streams.

In a world where native peoples are sidelined, we must show respect and equal partnership.

Precisely what being GE-free means for our City, is open for debate. But Waitakere City is known globally as a City that is prepared to take a stand, because we believe it is right. Over a decade ago, we became nuclear free. Though it was not a globally popular decision at the time, history has proved us right. As with our decision to become an Eco-City, we were not the first to take that stand. But it was a principled stand. It was the right thing to do, and we did it. This is one of those moments.

### **RECOMMENDATION**

That the Mayor's report be received.

RA Harvey, QSO, JP

**MAYOR**



## **4 GE-FREE STATUS**

### **PURPOSE OF THE REPORT**

The Council has expressed a desire to explore GE-Free status (genetic engineering-free) for the City. The purpose of this report is to highlight the implications of the Government's decision on genetic modification for Waitakere City and to seek direction from Council.

### **BACKGROUND**

In its report, the Royal Commission on Genetic Modification considered it unwise for New Zealand to turn its back on the potential advantages on offer from genetic modification, but recommended that New Zealand should proceed cautiously, minimising and managing risks.

After consideration of the Commission's report, the Government has decided that New Zealand should continue to pursue the use of genetically modified organisms (GMOs) and that this technology may be developed through the continuation of field trials, but only under specific conditions and requirements.

New legislation to give the Environmental Risk Management Authority (ERMA) tighter controls in the granting and monitoring of field trials has already been introduced to Parliament. However, there is to be a legislated two-year constraint period on commercial releases of GMOs (except for use in human and animal medicines, e.g. vaccines) to:

- Allow time for research identified as necessary by the Royal Commission;
- Put in place amendments to the Hazardous Substances and New Organisms Act to require specific mandatory conditions to be applied to any research approval to ensure that appropriate environmental and health safeguards are imposed, and;
- Develop a biotechnology strategy and establish a Bioethics Council.

## **STRATEGIC CONTEXT**

Waitakere City is proud of its status as an “eco-city”. As civic leaders of the Eco-City, the Council is concerned for the health and well-being of its citizens, and the health and life-supporting capacity of the environment. While the Royal Commission on Genetic Modification endorsed the potential advantages of GMOs, it also acknowledged that the pursuit of this knowledge held some risk to people and the environment. In this context, GE-Free status may be a prudent management strategy as much as a matter of remaining consistent with the clean, green eco-city image.

## **ISSUES**

### **Implications of GE-Free Status for the City**

The use of GMOs will be administered by ERMA under the Hazardous Substances and New Organisms Act (HSNO). The Hazardous Substances and New Organisms Act provides very rigorous legislation and institutions for managing the risks associated with research into new organisms. That regime is going to be strengthened with mandatory controls and monitoring to ensure that contained research can proceed with the risks at a minimum.

There are a range of potential implications for Waitakere City in adopting a GE-Free status. Those identified immediately and which need to be explored to understand their impacts are outlined in this section but there are likely to be other implications that are not yet identified.

Waitakere City Council is fostering its relationships with tertiary institutions, which may well be associated with genetic research, and encouraging these institutions to locate campuses within the City. This is part of Council’s economic development strategy, as is encouraging an “organics cluster” and supporting the wine and horticultural industries. The implications for these groups, of the City becoming GE Free (or GM Free) need further investigation. A side issue to this is that the terminology, Genetic Modification versus Genetic Engineering - GE or GM - is used relatively interchangeably and is not yet settled in the public mind.

### **Opportunities for Implementing GE-Free Status**

The use of biotechnology is legislated for and administered at central government level but land use is legislated under the Resource Management Act and administered by local government. There are currently rules in the Proposed District Plan that focus on managing the location and design of Hazardous Facilities in order to manage risks to the environment and to human health. The Council has the opportunity to prohibit certain land use activities under its district plan by way of a variation to the plan. However, any rule prohibiting certain activities, such as field trials using genetically modified organisms, must be effects-based. As such, it may be difficult to defend such a rule and it is likely to be subject to challenge. Legal advice on this matter could be sought if Council wants to pursue this method of implementation.

Inclusion of genetically modified content in products is to be made transparent with adequate labelling, and food products must have the approval of the Australia New Zealand Foods Standard Council before being offered for sale. The use and sale of such products within the City cannot be controlled by Councils except through their own purchasing policies and through advocacy.

There may be other levers available to Council to effect GE-Free Status such as through incentives. These are still to be investigated.

## **RESOURCES**

This is a new project for Council so there was no specific budget allocation in the 2001/2002 annual budget. There are some staff resources available to investigate the issue further and it would be possible to reallocate other project resources in the half yearly review process if Council wishes to investigate this matter further. A detailed project scope needs to be developed to give a clear indication of the resource implications of this matter.

## **CONCLUSION**

The degree of influence that the Council can bring to bear on the use of genetically modified food or organisms is still to be investigated although it may be principally through advocacy through its partnerships with research institutes and businesses, and through its in-house purchasing policy.

The effect of GM-Free status for the City on existing businesses, and on new businesses and tertiary institutions coming into the City also requires further investigation.

## **RECOMMENDATIONS**

1. That the information be received.
2. That there is further investigation to identify the most effective ways of advancing Council's aspirations for Waitakere City to be "GE-Free".
3. That the resource implications of this work be reported back to Council at its next meeting.

Report prepared by: Carol Bergquist, Senior Analyst Environmental Policy.



## 5 APPOINTMENT OF COUNCILLORS AS BOARD MEMBERS

### PURPOSE OF THE REPORT

The purpose of this report is to provide background information to Councillors regarding the appropriateness and role of 'Councillor-directors' or Trustees, together with issues connected with the skill mix and size of board composition on Council's interests in Local Authority Trading Enterprises (LATE's) and Community Trusts.

### BACKGROUND

Waitakere City has interests in a variety of public-good enterprises that operate in the manner of a commercial business. The ownership and governance structures vary and include:

- Council Units (or parts of units) that collect service fees, such as Field Services;
- Business Units, such as Ecowater or Consultancy Services;
- 'Council-established' Trusts (where Council is the major investing stakeholder), such as Enterprise Waitakere;
- Other Trusts (where Council has a shared interest), such as Tourism Auckland;
- Wholly-owned Local Authority Trading Enterprises, such as Waitakere Properties Limited;
- Sub-regional Local Authority Trading Enterprises, such as Techscape Limited;
- Regional Local Authority Trading Enterprises, such as Watercare Services Limited.

Under the provisions of the Local Government Act 1974, a Local Authority Trading Enterprise (LATE) is either:

- a company that is more than 50% owned or controlled by one or more Local Authorities; or
- an organisation (including trusts) that operates with the intention of making a profit and is more than 50% controlled by one or more Local Authorities.

There are some exceptions to this definition.

The principal objective of every LATE is to operate as "a successful business". The current review of the Local Government Act is seeking to define the term, as there is debate about whether a successful business must seek to make a profit, or whether it can pursue non-profit objectives. Currently, there is no specific definition of the term.

Waitakere City Council has interests in several LATEs, comprising:

- Waitakere City Holdings Limited (100% owned by Waitakere City Council) - the owner (on Council's behalf) of Waitakere Properties Limited and Council's 50% interest in Techscape Limited;
- Waitakere Properties Limited (100% owned by Waitakere City Holdings Limited) - carries out property developments on behalf of Council;
- Techscape Limited (50% owned by Waitakere City Holdings Limited) - provider of infrastructure works and services
- Watercare Services Limited (16.7% owned by Waitakere City Council) - provider of bulk water and wastewater reticulation to the Auckland region.
- Auckland Regional Transport Network Limited - (12.92% owned by Waitakere City Council) - established to develop and co-ordinate the development of regional passenger transport initiatives

Council has an involvement in a variety of Trusts, examples of which include:

- Waitakere Education Sector Trust (WEST);
- West Auckland District Council of Social Services (WADCOSS);
- Enterprise Waitakere;
- Falls Hotel Preservation Trust;
- Glen Eden Railway Station Trust.

In the cases of Trusts and LATEs, governance is subject to specific legislation (such as the Trustee Act 1956 and Companies Act 1993), in addition to the Local Government Act 1974.

When considering appointments to the various entities, Council needs to take into account:

- The appropriateness of appointing councillors as directors;
  - Issues affecting the skill-mix of board composition;
  - Issues affecting the size of board composition;
- as related to Local Authority Trading Enterprises and Trusts.

## **STRATEGIC CONTEXT**

Council's core business is the delivery of services that its community requires, at an acceptable service quality level, with appropriate governance structures. The individual services combine towards the formation of the council's long-term objectives, which are reviewed on a three-yearly cycle under the provisions of the Local Government Act 1974.

## **ISSUES**

The Appropriateness of Councillors as LATE Directors.

The Local Authority Trading Enterprise (LATE) or Trust models of governance are selected after having regard to certain criteria, such as:

- The nature of the activity;
- The relationship to organisational goals and objectives;
- Business risk;
- Community involvement/interest in the business activity;
- Impact on the local economy;
- Public versus private benefit;
- Tax implications.

Concurrent with a decision to adopt a LATE structure is the decision to appoint a group of board members or company directors. The decision to appoint councillors to fill one or more of the places on these boards is an associated issue.

The governance process of council-owned companies is essentially similar to that of private companies. There are three main parties to the process:

1. The owner (or shareholder), who appoints the Board (In the case of a LATE, the owner is the community and the councillors represent the owners' interest. For simplicity, hereafter, Council will be referred to as 'the owner');

2. The Board Members, who are appointed by the owner and whose role is to develop strategic policies, visions and objectives and to appoint the Chief Executive. The Board handles major strategic relationships, including the relationship with, and accountability to, the owner.
3. The Chief Executive (and senior management team) of the LATE are responsible for meeting specific operational goals and objectives. Accountability for performance achievement is to the Board.

An important difference between an individual's shareholding of a private company and Council's ownership of a LATE entity is the fact that the Council represents both ownership and customer rights. In many cases, LATEs are established not for their ability to create investment income, but to derive a 'social return' through the provision of services. In its role as owner, Council is primarily concerned with directing performance, rather than maximising profit.

The council can influence its involvement through performance-monitoring agreements, such as Statements of Corporate Intent, that specify the desired entity performance and the way that board performance will be measured. It can also appoint Councillors as Board Members of LATEs.

There are arguments both for and against the appointment of owners to LATE boards:

#### Arguments in Favour of Appointments

Greater Alignment	By having councillors who are also board members, linkages will be developed to align the performance of the entity with the goals of the owner.
Authority/Responsibility	Any doubts as to the various 'allowable authorities' or responsibilities or individuals can be removed if a significant number of board members are also owners.
Clear Leadership	The owner will be seen to be actively participating in the detailed policy and objective development.
Strategy Development	The influence of councillor-directors will enable the board to more quickly develop strategies that meet owners' expectations. The presence of councillors on the board may allow a community perspective to be represented.

#### Arguments Against Appointments

Compromised Governance	The duality of board members who are also owners may 'blur' the discrete roles involved in the governance process. Performance measurement may also be made more difficult when the board member is also a member of the council.
Localised Power	Councillors acting as board members may be seen by other board members as having 'greater voice' in decision-making. This may influence the ability of external appointees to fully engage in 'blue-skies thinking'. Due to the discrete roles of Councillor and board member, Councillors acting as board members are not always obliged to represent the interests of all councillors at board meetings.
Board Skills of Councillors as Directors/Board Members	Councillors acting as board members may also be seen by other board members as having 'lesser voice' in decision-making, if other board members perceive their appointment as being solely related to their position as councillor, rather than based on specific skills they can bring to the board.

Compromised Roles	Despite that both the owner and the board are interested in the entity's direction and performance, each interest is different in operation and expectation. In certain situations, Councillors who also act as board members may be compromised by their allegiance to both the company and ratepayers.
Temporary Term of Councillors	Although board memberships also have an expiry date (often with ability to reappoint), this is usually 'staged' so that, at all times, the board has continuity of membership. A significant number of councillor-directors can create the risk of a large proportion of the board subject to reappointment at the same time.
Loss of relationship-building	Each councillor-director effectively limits the entity's ability to take advantage of the relationship networks of an external appointee.

While there are both advantages and disadvantages to the appointment of councillors as directors, on balance it is recommended that, where possible, it is preferable to engage the skills and experience of suitable directors to typical LATE boards.

LATEs established as holding companies should be considered separately, however, since the function of the holding company is to represent the council's ownership interests rather than to provide a specific service. In its 2001 report "Local Authority Governance of Subsidiary Entities", the Office of the Auditor-General recommends that Councillors not be appointed to LATE boards (while conceding their right to be so), but does accept that councillor presence on holding company boards may be justified.

### Statement of Corporate Intent

Council's ability to influence the governance of a LATE with or without representation on the board is achieved through the Statement of Corporate Intent, which defines the performance requirements of the owner (Council) and the manner in which those performance requirements will be measured.

The Statement of Corporate Intent is a legal requirement of all LATEs. It must provide the following information to the owners (for at least two years' hence):

- The objectives of the group;
- The nature and scope of the activities to be undertaken;
- The ratio of consolidated shareholders' funds to total assets, and definitions of those terms;
- The accounting policies;
- The performance targets and other measures by which the performance of the group may be judged in relation to its objectives;
- An estimate of the amount or proportion of accumulated profits and capital reserves that is intended to be distributed to the shareholders;
- The kind of information to be provided to the shareholders by the local authority trading enterprise during the course of those financial years, including the information to be included in each half-yearly report;
- The procedures to be followed before any member of the group subscribes for, purchases, or otherwise acquires shares in any company or other organisation;
- Any activities for which the directorate seeks compensation from any local authority (whether or not the local authority has agreed to provide such compensation);

- The directorate's estimate of the commercial value of the shareholders' investment in the group and the manner in which, and the times at which, the value is to be reassessed;
- Such other matters as are agreed by the shareholders and the directorate.

For the majority of LATEs, the legislation provides the right for the shareholders (Council) to finally determine the content of the Statement of Corporate Intent.

It is recommended that, with the exception of Holding Companies, Council exercise its governance role through its documented performance contract (Statement of Corporate Intent) with LATE boards, rather than pursue councillor membership on those boards.

### **The Appropriateness of Councillors as Trustees**

In the case of Trusts, there is no legal requirement to produce a Statement of Corporate Intent or similar document. Also, the Council has no real 'ownership' (shareholding) of the Trust, once it has been created. The council's ability to influence performance of a Trust is less formal and can include, for example:

- Councillor or officer representation on the Trust board;
- A partnership agreement (or Memorandum of Understanding) between Council and the Trust;
- A service quality agreement from Council to the Trust, presumably in return for the provision of funds.

Due to the lack of formal accountability between the parties and because of Council's consequent inability to direct the Trust in the capacity of 'owner', there are sound reasons for Councillors to act as Trustees.

### **Appropriate Skill Mix For Board Members of LATEs or Trusts**

Board members are primarily engaged for their ability to direct the entity's operation. Their value may also be enhanced through the board's ability to use their specialist skills when dealing with expert issues (with or without 'outside' advice). It therefore follows that a board's skill mix should ideally reflect those skills required by the company on a regular basis. A typical mix might include:

- The Chair;
- A board member with financial expertise;
- A board member with legal experience;
- A board member with marketing or customer relations expertise;
- An experienced general (or senior) manager;
- A board member with strategic planning/goal & objective setting ability;
- One or two board members with specific skills appropriate to the entity's core business;
- At least one board member to represent the 'public good' element of service delivery (as opposed to the pursuit of traditional business objectives).

Board members may be appointed who have a combination of the above desired skills.

Council would also wish to take into account its partnership under the Treaty of Waitangi when appointing Board members.

It is also important that the principles of Equal Employment Opportunity should also apply at board level. However, because of the small size of most boards and the value of a predetermined skill mix, it is equally important that such appointments are not based primarily on the desire to meet Equal Employment Opportunity goals. Some New Zealand firms have balanced their desires by maintaining strict board appointment criteria, but also developing policies that actively encourage applications from suitably skilled women and people representing minority groups.

In cases where Councillors are appointed to Boards of LATEs or Trusts, it is also important that their skills match the requirements of the predetermined skill mix.

### **Appropriate Board Size**

It follows from the above that the size of any board should depend primarily on the predetermined skill mix and the expertise desired by the entity's owners.

Additionally, however, the size of the board should also reflect the size of the entity being governed, to avoid the situation of 'board capture' by the organisation's senior management.

Having regard to the above, in general, it is less common in larger New Zealand companies and similar entities, for boards to be less than six or greater than ten in number.

### **CONCLUSION**

Although there are reasons both for and against the appointment of councillors as board members of LATEs, on balance it is recommended that Council exercise its governance role via the provision and monitoring of broad direction and performance measures rather than specific board membership. The Statement of Corporate Intent provides the vehicle for exercising that role. The Auditor-General, however, has suggested that holding companies may be an exception to this principle, due to their primary governance purpose.

In the case of Trusts, there is no formal shareholding and a lack of formal, documented performance accountabilities between the Trust and Council. Councillors may consider Elected-member or officer representation on certain Trusts as a prudent means of influencing and monitoring the Trust's performance outcomes.

The mix of skills on boards of council-owned entities should be similar to those found in private companies, but with particular regard to the 'public service' element of the council's interest, together with the ability to deal with both financial and non-financial business objectives. The principles of Equal Employment Opportunity should be maintained at this level, within the context of desired skills and experience.

Board size should broadly reflect both the desired skill mix and the magnitude of the entity being governed. In general, this results in a board size of between six and ten members.

### **RECOMMENDATION**

That the information be received.

Report prepared by: Michael Riley, Partnerships and Advocacy Leader: Governance and Infrastructure.



## 6 WAITAKERE CITY HOLDINGS LIMITED - SHAREHOLDER REPRESENTATIVE

A6

Waitakere City Holdings Limited has given notice of its third annual general meeting (AGM). A copy of the Notice of Meeting is attached at page A6. The AGM will consider proposed dividends, which Council - as sole shareholder - will need to endorse. In order to do this, Council is required to nominate a shareholder representative to attend the AGM.

Previously, the shareholder representative has been the chairperson of the Council Committee that holds the delegations for overseeing the holding company's delegations. This mechanism has been robust and it is proposed that it be continued. On this basis, it is recommended that the Chairperson of the Finance and Operational Performance Committee be delegated to represent Council at the AGM with authority to vote on proposals put to the meeting.

The issue of appointment of Councillors to the Holding Company Board, along with any other LATEs and Trusts will be further reported to the December 2001 round of meetings.

### RECOMMENDATIONS

1. That the information be received.
2. That the Chairperson of the Finance and Operational Performance Committee be designated as Council's shareholder representative for the purposes of attending the Waitakere City Holdings Limited Annual General Meeting scheduled for Thursday, 29 November 2001, and be delegated the authority to vote on proposals put to the meeting on Council's behalf.

Report prepared by: Allan Rutledge, Director: City Enterprises.



## 7 APPOINTMENT OF COUNCILLORS TO OTHER ORGANISATIONS

At its inaugural meeting held on 31 October 2001, Council considered a report on the same subject under item 13 on the agenda. The report categorises organisations into the following groups:

- (a) Appointments that Council has a statutory obligation to make;
- (b) Appointments made pursuant to a deed establishing the organisation, or some other management or shareholders agreement entered into with the Council;
- (c) Appointments that are purely voluntary and councillors have performed from tradition, desire, or request.

The same differential meeting allowance pay rate as determined by a previous exercise in job-sizing the various appointments set out as follows was also used as the basis to maintain the same rates for the current term:

- Band 1 - 50%
- Band 2 - 66%
- Band 3 - 83%
- Band 4 - 100%

Appointments, statutory or otherwise, were made on 31 October 2001 to seven organisations as follows:

ORGANISATION	APPOINTMENT
Aotea Centre Board of Management	The Mayor
Territorial Local Authorities Electoral College for the Auckland War Memorial Museum and M.O.T.A.T	Councillor Vanessa Neeson and Councillor Gary Russell
Infrastructure Auckland Electoral College	Councillor Carolynne Stone
Waitakere Enterprise Trust Board	Chief Executive, Mr HV O'Rourke
Waitakere Playhouse Theatre Board of Trustees	Councillor Derek Battersby
Waikumete Chapel Trust Board	Councillor Janet Clews
Auckland Region Water, Wastewater and Stormwater Review - Political Sounding Board	Councillor Janet Clews and Councillor Penny Hulse

A7-A13

A further list of appointments that Council needs to make is delineated below. Particulars of each organisation are at pages A7 to A13.

ORGANISATION	NUMBER OF APPOINTMENTS	PAYMENT BAND
Auckland Civil Defence Emergency Management Group Committee	1 (plus 1 alternate)	100% Payment (Band 4)
Auckland Regional Economic Development Strategy Economic Development Forum	1 (Mayor and CEO ex officio)	100% Payment (Band 4)
Auckland Regional Growth Forum	1 (plus 1 alternate)	100% Payment (Band 4)
Auckland Regional Land Transport Committee	1 (plus 1 alternate)	100% Payment (Band 4)
Glen Eden Community Centre Management Committee	1	50% Payment (Band 1)
Hauraki Gulf Forum	1 (plus 1 alternate)	100% Payment (Band 4)
Lopdell House Society Inc. Management Committee	2	100% Payment (Band 4)
Safe Waitakere Injury Prevention (SWIP) Board	1	83% Payment (Band 3)
Shareholder Representative Group Watercare Services Limited	2 (plus 1 alternate)	100% Payment (Band 4)
Shareholders Representative Group - Auckland Regional Transport Network Limited	2 (plus 1 alternate)	100% Payment (Band 4)
Tourism Auckland Trust Board	1	100% Payment (Band 4)

ORGANISATION	NUMBER OF APPOINTMENTS	PAYMENT BAND
Waitakere Arts and Cultural Development Trust	2	No payment has been previously authorised Proposed: 83% Payment (Band 3)
Waitakere Central Community Arts Council	1	66% Payment (Band 2))
Waitakere Health Link	1	(100% Payment (Band 4)
Waitakere Regional Sports Trust (Sport Waitakere)	1	66% Payment (Band 2)
Waitakere Safer Community Council Trust	1	83% Payment (Band 3)
Waitakere Sports Complex Development Board	2 (but the two appointees are not Councillors)	No payment has been previously authorised Proposed: 83% Payment (Band 3)
West Coast Plan Liaison Group	1	100% Payment (Band 4)
Western Districts Community Foundation	1	83% Payment (Band 3)

Another list of voluntary appointments will be submitted for Council's consideration at its next ordinary meeting.

**RECOMMENDATIONS**

1. That the information be received.
2. That Council determine appointments to the organisations set out above.

Report prepared by: Audrey Chan, Committee Secretary.





## ER-CO LIMITED

P.O. Box 20059, Glen Eden,  
Auckland 7, New Zealand

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25 October 2001

The Mayor  
Waitakere City Council

Dear Bob Harvey

I have some ideas for a new business vision for our city. What got me thinking was a problem that my business is facing:- ie if we are to continue growing we need to move premises. Waitakere city has very few food grade factories, we would either have to build (and I'd rather not) or move to another area. Most of our staff live in Waitakere City, and in fact the City is a good labour pool. We need more manufacturers to employ here and more factories for employers like me.

So, here is a fresh idea that will require a little giving and a lot of co-operation between local and central government.

It is just a start, because I don't fully understand the running of council, or the opportunities for government funding. It is a base that could be worked on. (It doesn't solve my own problem however!)

If you like the idea and would like a more concrete proposal, I can expand on this and present it more formally.

Regards

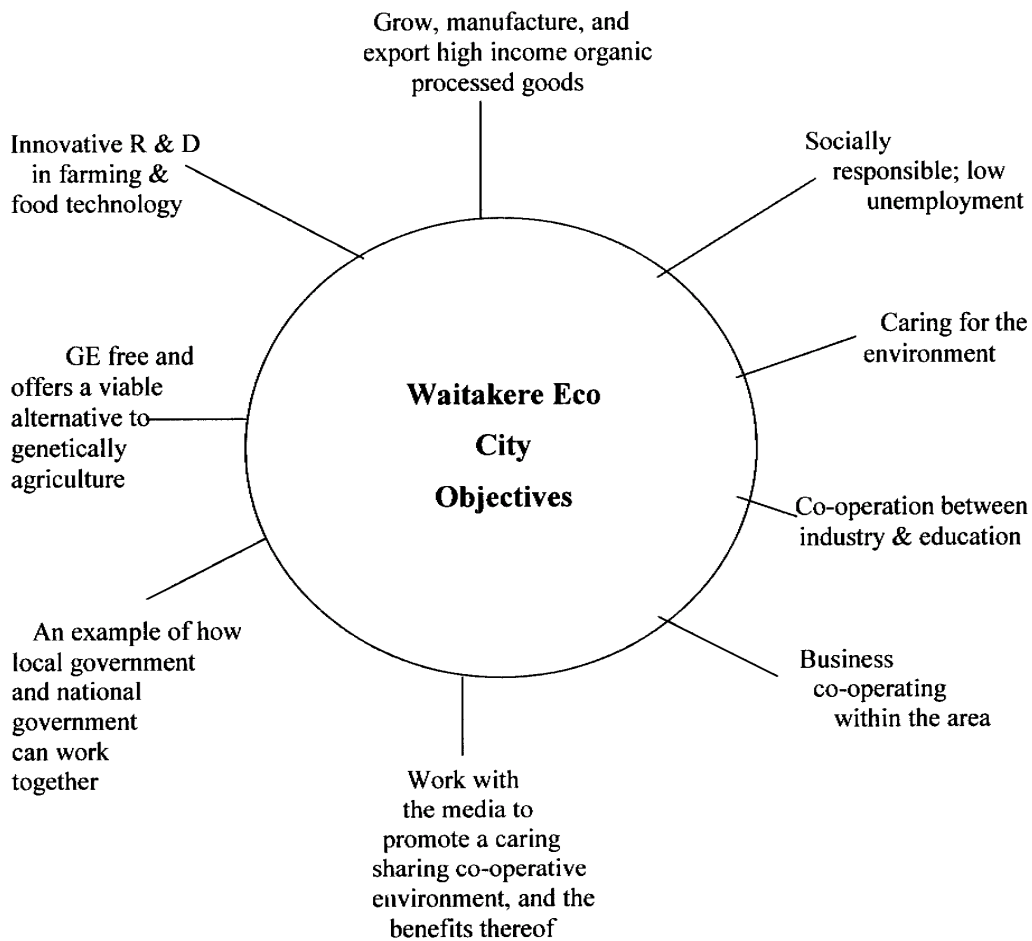
*Lisa Er*

Lisa Er



# Waitakere as a Clean Green Eco City

Big ideas can come from small beginnings. Build on Waitakere City's strengths of horticulture a large labour pool, and a fairly green philosophy (as seen in the local election results). Contrasting this with a lack of manufacturing, and some unemployment, and I have come up with an idea that could create a unique model of co-operation between businesses which has potential to grow into a major exporting collective.



## 1 Growing Organics

- Waitakere City would need to lease some of its land for minimal rent to get this going, for 2 – 3 years.
- Growers would be invited to set up organic gardens, and grow crops required by local manufacturers.
- The gardens would be staffed by local workers, and increasingly by the unemployed who would receive the unemployment benefit plus the \$80 per week that they are allowed to earn. Once they are proven to be reliable, and the gardens are producing, they can be officially employed.
- The gardens could be owned either fully, or in part, by someone with a desire to own their own business, and a track record in horticulture.
- Enterprise Waitakere could be the business advisory used.
- Secondary school, and tertiary institutions Horticulture classes could become involved, both encouraging the students in their careers and providing inexpensive labour.
- Apprenticeship schemes in Horticulture would be appropriate permaculture, or even the ancient Indians crop planting cycles.

## 2 Manufacturing

- Food manufacturers interested in processing organic food, could be given assistance in starting small factories. Tax relief, Enterprise Waitakere, and Business Mentoring would help. Also if some system of reducing the length of commercial leases, (ie 2+2+2 years instead of a six year lease, could encourage a smaller manufacturer)! Bigger businesses would be preferable however.
- A cluster of factories would need to be built. The council could organize this, and perhaps even lease land out to encourage builders.
- Small organics manufacturers could then co-operate in selling their goods both in the New Zealand market, and eventually overseas. These companies would be set up with the idea of co-operation and not competition.
- The manufacturing would all be eco-friendly; recycling, reducing waste etc. Vehicles used in transporting goods around could be powered by CNG.

- Food technologists from government funded organizations e.g. universities could provide product development in recipes but particularly in manufacturing with no preservatives – giving advice on packaging, natural emulsifiers, and shelf life.
- Co-operation between the manufacturer and educational organizations, and apprenticeship schemes could be put in place, as in the horticultural are.

### 3 Funding suggestions

Waitakere City	}	Government
Small business		
Regional Development		
Education Department		
Social Welfare (benefits)		
Tax Department (incentives)		

### 4 The value of Organics

(please see attached material)

- This scheme could begin quite small but if after four years it is proving successful, Waitakere City could offer the idea to other regions – being a world first.

# Waitakere City Council

## Office of The Mayor

Refer: Mayor Bob Harvey : Executive Suite : Ref: RS  
Extension No. 8003 : Civic Centre

5 November 2001

Lisa Er  
ER-Co  
PO Box 20054 Glen Eden  
WAITAKERE CITY

Dear Lisa,

### RE-VAMPING THE ECO-CITY

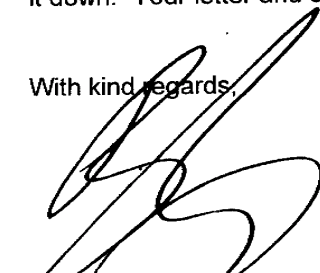
You are amazingly supportive – and I think that we should do a “clean green and great” business exhibition – lets push to get them all there.

Council will be holding a Special Council Meeting at 5pm on November 14<sup>th</sup> to discuss the formal adoption of being GE Free, which is the perfect time to ask the Council to consider your proposals and ideas. It also fits in clearly with Waitakere's by-line of “Naturally the West”. Would you be able to speak to the Council regarding your proposals at that time?

I will also request that the Chief Executive of Enterprise Waitakere Clyde Rogers be present to support you, and so I will get the Enterprise team to scope the project before that meeting.

If Tim can do it for Southland, we can do it, but with a more specific area: Eco City Wants You Now! Being an Eco-City and an Eco-City was all about growing the City – not making it more difficult or close it down. Your letter and concept made sense.

With kind regards,



**BOB HARVEY**  
**MAYOR**  
**WAITAKERE CITY**

**COPY FOR YOUR  
INFORMATION**

cc. Clyde Rogers, Chief Executive, Waitakere City  
cc. Wally Thomas, Manager Public Affairs, Waitakere City  
cc. Harry O'Rourke, Chief Executive, Waitakere City  
cc. Andy Roche, Acting Manager Committee Services, Waitakere City

**WAITAKERE CITY HOLDINGS LIMITED**  
**A WHOLLY OWNED SUBSIDIARY OF WAITAKERE CITY COUNCIL**

**AK/860276**

## Notice of Meeting

Notice is given (in accordance with the Company Constitution and s.120 of the Companies Act 1993) that an Annual General Meeting of the Shareholders of Waitakere City Holdings Limited will be held in the Mayoral Lounge in the Executive Suite at the Civic Centre, 6 Waipareira Avenue, Lincoln, Waitakere City, on Thursday 29 November 2001 at 10:30am.

### ORDER OF BUSINESS

1. To receive, consider and adopt the financial statements of the Company for the year ended 30 June 2001 and the reports of the directors and auditors thereon.
2. To consider the matter of the declaration of a dividend to the Shareholder, upon the recommendation of the directors.
3. To record the appointment of the auditor in accordance with s.594ZC of the Local Government Act 1974.
4. To transact any other business that may be properly brought before the meeting.

### **WAITAKERE CITY HOLDINGS LIMITED**

By its duly authorised agent:

S J Burden  
Company Secretary  
1 November 2001

6 WAIPAREIRA AVENUE • HENDERSON • WAITAKERE CITY  
PRIVATE BAG 93-109 • DX CX 10250 AUCKLAND MAIL CENTRE  
PHONE: 09-836-8000 EXTENSION 8957 • FAX: 09-836-8058  
EMAIL: SCOTT.BURDEN@WAITAKERE.GOV.T.NZ

A6

<b>NAME OF ORGANISATION: Auckland Civil Defence Emergency Management Group Committee</b>	
Aim:	Responsible for approval of local civil defence plans, and recommending approval of regional civil defence plans; oversees development of the proposed Emergency Management Strategy and supporting plans, for the Auckland region; and puts in place the structures necessary to implement new emergency management arrangements in the region.
Number of Council Appointments:	1 (plus 1 alternate)
Meeting Frequency:	Quarterly on Fridays
Date of next meeting:	To be advised
Contact person and phone number:	Heather Smith Ph: 836 8000 Ext: 9047
Meeting venue:	To be advised
Payment (Band) or Voluntary:	100% Payment (Band 4)
Previous Council Appointment:	Cr Davies (Cr Battersby alternate)
Council Support Officer and phone number:	Heather Smith Ph: 836 8000 Ext: 9047
Remarks:	

<b>NAME OF ORGANISATION: Auckland Regional Economic Development Strategy Economic Development Forum</b>	
Aim:	To provide high level direction to the development of the Auckland Regional Economic Development Strategy.
Number of Council Appointments:	1 (Mayor and CEO ex officio)
Meeting Frequency:	4 Meetings (December 2001 - June 2002)
Date of next meeting:	Wednesday, 5 December 2001
Contact person and phone number:	To be advised
Meeting venue:	To be advised
Payment (Band) or Voluntary:	100% Payment (Band 4)
Previous Council Appointment:	Cr Jenny Price
Council Support Officer and phone number:	John Wadsworth Ph: 836 8000 Ext: 8448

<b>NAME OF ORGANISATION: Auckland Regional Growth Forum</b>	
Aim:	Council is a signatory to the Memorandum of Understanding which sets out the work associated with the implementation of the Regional Growth Strategy.
Number of Council Appointments:	1 (plus 1 alternate)
Meeting Frequency:	Once every 2-3 Months
Date of next meeting:	Tuesday, 4 December 2001
Contact person and phone number:	Noel Reardon
Meeting venue:	ARC Council Chambers (sometimes Eden Park).
Payment (Band) or Voluntary:	100% Payment (Band 4)
Previous Council Appointment:	Cr Stone (or Mayor Bob Harvey)
Council Support Officer and phone number:	Cathy Kenkel Ph: 836 8000 Ext: 8556 Anne Cheng Ph: 836 8000 Ext: 8531

<b>NAME OF ORGANISATION: Auckland Regional Land Transport Committee</b>	
Aim:	Prepare and prioritise Regional Land Transport Strategy.
Number of Council Appointments:	1 (plus 1 alternate)
Meeting Frequency:	Bi-Monthly
Date of next meeting:	Thursday, 6 December 2001 at 2:15pm
Contact person and phone number:	Bruce Thomas Ph: 366 2000 Ext: 7152
Meeting venue:	21 Pitt Street, Auckland.
Payment (Band) or Voluntary:	100% Payment (Band 4)
Previous Council Appointment:	Cr Stone
Council Support Officer and phone number:	Jeff Murray Ph: 836 8000 Ext: 8429

<b>NAME OF ORGANISATION: Glen Eden Community Centre Management Committee</b>	
Aim:	Management of the Glen Eden Community Centre.
Number of Council Appointments:	1
Meeting Frequency:	1 <sup>st</sup> Thursday of every 2 <sup>nd</sup> Month at 7:30pm
Date of next meeting:	Thursday, 6 December 2001.
Contact person and phone number:	Murray Wood Ph: 838 5928 Ext: 9013
Meeting venue:	Harold Moody Park, Glendale Rd, Glen Eden.
Payment (Band) or Voluntary:	50% Payment (Band 1)
Previous Council Appointment:	Cr Clews
Council Support Officer and phone number:	Barry Carter Ph: 836 8000 Ext: 8710

<b>NAME OF ORGANISATION: Hauraki Gulf Forum</b>	
Aim:	<p>a. To integrate the management and, where appropriate, to promote the conservation and management in a sustainable manner, of the natural, historic, and physical resources of the Hauraki gulf, its islands, and catchments, for the benefit and enjoyment of the people and communities of the Gulf and New Zealand:</p> <p>b. To facilitate communication, co-operation, and co-ordination on matters relating to the statutory functions of the constituent parties in relation to the Hauraki Gulf, its islands, and catchments and the Forum.</p>
Number of Council Appointments:	1 (plus 1 alternate)
Meeting Frequency:	Quarterly
Date of next meeting:	Wednesday, 5 December 2001 (orientation trip)
Contact person and phone number:	Dr Ewen Hutchinson Ph: 379 4420 Ext: 7061
Meeting venue:	ARC (sometimes meet elsewhere)
Payment (Band) or Voluntary:	100% Payment (Band 4)
Previous Council Appointment:	Cr Davies (Cr Chapman alternate)
Council Support Officer and phone number:	Carol Bergquist Ph: 836 8000 Ext: 8335
Remarks:	The Forum is constituted as a joint special committee of its constituent parties under Section 114S of the Local Government act 1974. Waitakere City Council is one of the constituent parties of the Forum.

<b>NAME OF ORGANISATION: Lopdell House Society Inc. - Management Committee</b>	
Aim:	To develop and foster the practice of appreciation of art in Waitakere City with an emphasis on contemporary New Zealand art and all its creative diversity.
Number of Council Appointments:	2
Meeting Frequency:	Monthly, usually 3 <sup>rd</sup> or 4 <sup>th</sup> Tuesday of the Month.
Date of next meeting:	Tuesday, 20 November 2001.
Contact person and phone number:	Mary Holehan, Director/Curator Ph: 817 8087
Meeting venue:	Seminar Room, Lopdell House, 518 Titirangi Rd, Titirangi.
Payment (Band) or Voluntary:	100% Payment (Band 4)
Previous Council Appointment:	Cr Nash and Cr Price
Council Support Officer and phone number:	Naomi McCleary Ph: 836 8000 Ext: 8550

<b>NAME OF ORGANISATION: Safe Waitakere Injury Prevention (SWIP) Board</b>	
Aim:	To promote injury prevention in the city.
Number of Council Appointments:	1
Meeting Frequency:	Either Monthly or Bi-Monthly
Date of next meeting:	Tuesday, 11 December 2001, 4:00-6:00.
Contact person and phone number:	Margaret Devlin Ph: 836 8000 Ext: 8540
Meeting venue:	WCC
Payment (Band) or Voluntary:	83% Payment (Band 3)
Previous Council Appointment:	Cr Hulse
Council Support Officer and phone number:	Margaret Devlin Ph: 836 8000 Ext: 8540
Remarks:	Formerly known as community Injury Prevention Council

<b>NAME OF ORGANISATION: Shareholder Representative Group Watercare Services Limited</b>	
Aim:	Governance of company board of directors. Promote this council's opinion on regional water issues.
Number of Council Appointments:	2 (plus 1 alternate)
Meeting Frequency:	Monthly
Date of next meeting:	28 November 2001, 2.30 pm
Contact person and phone number:	Mike Giddey Ph: 379 2020 Ext: 7565
Meeting venue:	Auckland City Council Building
Payment (Band) or Voluntary:	100% Payment (Band 4)
Previous Council Appointment:	Cr Clews and Cr Corban (alternate was Stanic)
Council Support Officer and phone number:	Michael Riley Ph: 836 8000 Ext: 8117

**NAME OF ORGANISATION: Shareholders Representative Group - Auckland Regional Transport Network Limited**

Aim:	Auckland Regional Transport Network Limited was incorporated on 1 July 2001 to advise the Shareholders' Representative Group and shareholder Territorial Authorities on matters connected with the development of a co-ordinated, efficient passenger transport network for the Auckland region and to contribute to such strategies as the Regional Land Transport Strategy and Regional Growth Strategy, to be implemented via the Passenger Transport Action Plan. The company will co-operate with the region's efforts in negotiating an agreement for the acquisition of rail corridor access. At the discretion of the Shareholders, Auckland Regional Transport Network Limited may acquire and hold certain strategic transport and associated assets or undertakings, after which time a replacement Statement of Corporate Intent will be developed between the company and its shareholders.
Number of Council Appointments:	2 (plus 1 alternate)
Meeting Frequency:	Monthly
Date of next meeting:	Monday, 26 November 2001.
Contact person and phone number:	Mike Giddey Ph: 379 2020 Ext: 7565
Meeting venue:	Auckland City Council
Payment (Band) or Voluntary:	100% payment (Band 4)
Previous Council Appointment:	Cr Stone and Cr Davies
Council Support Officer and phone number:	Michael Riley Ph: 836 8000 Ext: 8117

**NAME OF ORGANISATION: Tourism Auckland Trust Board**

Aim:	Regional tourism marketing agency.
Number of Council Appointments:	1
Meeting Frequency:	Usually every 6 weeks
Date of next meeting:	Monday, 17 December 2001, at 4:00pm
Contact person and phone number:	Helen Marshall Ph: 979 7040
Meeting venue:	Tourism Auckland, Level 2, Auckland 2000 Building, Viaduct Basin.
Payment (Band) or Voluntary:	100% Payment (Band 4)
Previous Council Appointment:	Cr Stanic
Council Support Officer and phone number:	John Wadsworth Ph: 836 8000 Ext: 8448

<b>NAME OF ORGANISATION: Waitakere Arts and Cultural Development Trust</b>	
Aim:	To develop arts and cultural facilities and activity across the Waitakere City with an initial focus on the development of a broad-based arts and cultural centre at the Corbans Estate.
Number of Council Appointments:	2
Meeting Frequency:	Monthly
Date of next meeting:	Not known but it will be in November 2001
Contact person and phone number:	Trevor Steiner (Chair) Ph: 817 6343
Meeting venue:	Homestead, Corbans Estate.
Payment (Band) or Voluntary:	No payment has been previously authorised.
Previous Council Appointment:	Cr Corban and Cr Sunde
Council Support Officer and phone number:	Naomi McCleary Ph: 836 8000 Ext: 8550

<b>NAME OF ORGANISATION: Waitakere Central Community Arts Council</b>	
Aim:	To deliver a wide range of arts activities to the community at a recreational level through classes, exhibitions, events and other appropriate activities.
Number of Council Appointments:	1
Meeting Frequency:	Monthly
Date of next meeting:	Wednesday, 21 November 2001
Contact person and phone number:	Grant King Ph: 835 3696
Meeting venue:	Big Top – Art Rooms
Payment (Band) or Voluntary:	66% Payment (Band 2)
Previous Council Appointment:	Cr Corban
Council Support Officer and phone number:	Normally: Community Arts Coordinator Presently: Naomi McCleary Ph: 836 8000 Ext: 8550

<b>NAME OF ORGANISATION: Waitakere Health Link</b>	
Aim:	The Waitakere Health Link is an incorporated society set up to monitor the implementation of the Waitakere Health Plan, which was developed by a health planning group that was made up of local health care providers, council and the Waitakere community.
Number of Council Appointments:	1
Meeting Frequency:	3 <sup>rd</sup> Friday of every Month between 11:00am - 1:00pm.
Date of next meeting:	Friday, 16 November 2001.
Contact person and phone number:	Meredith Youngson Ph: 832 0344
Meeting venue:	Waitakere Hospital and other different venues.
Payment (Band) or Voluntary:	100% Payment (Band 4)
Previous Council Appointment:	Cr Hulse
Council Support Officer and phone number:	Tony Rea Ph: 836 8000 Ext: 8661

<b>NAME OF ORGANISATION: Waitakere Regional Sports Trust (Sport Waitakere)</b>	
Aim:	To promote, support and encourage healthy recreational activities for the public of Waitakere.
Number of Council Appointments:	1
Meeting Frequency:	Monthly
Date of next meeting:	Tuesday, 20 November 2001
Contact person and phone number:	Mark Iverson Ph: 836 6635
Meeting venue:	19 Alderman Drive, Henderson
Payment (Band) or Voluntary:	66% Payment (Band 2)
Previous Council Appointment:	Cr Dallow
Council Support Officer and phone number:	Danny O'Donnell Ph: 836 8000 Ext: 8130
Remarks:	The Trust has an executive committee, namely, Waitakere Sports Complex Development Board, which in turn has a sub group known as the Project Management Working Group.

<b>NAME OF ORGANISATION: Waitakere Safer Community Council Trust</b>	
Aim:	Co-ordination of crime prevention initiatives.
Number of Council Appointments:	1
Meeting Frequency:	Monthly
Date of next meeting:	Thursday, 22 November 2001
Contact person and phone number:	Mike Mills Ph: 837 2273
Meeting venue:	Waitakere Community Resource Centre, Ratanui Street, Henderson.
Payment (Band) or Voluntary:	83% Payment (Band 3)
Previous Council Appointment:	Cr Riddell
Council Support Officer and phone number:	Tony Mayow Ph: 836 8000 Ext: 8510

<b>NAME OF ORGANISATION: Waitakere Sports Complex Development Board</b>	
Aim:	To progress development of the Waitakere Sports Complex. This is a sub-committee of the Waitakere Regional Sports Trust (Sport Waitakere).
Number of Council Appointments:	2 (but the two appointees are not Councillors)
Meeting Frequency:	Monthly
Date of next meeting:	Monday, 19 November 2001 at 5:00pm
Contact person and phone number:	Danny O'Donnell Ph: 836 8000 Ext: 8130
Meeting venue:	Falls Hotel
Payment (Band) or Voluntary:	No payment has been previously authorized.
Previous Council Appointment:	Neven Barbour and Don Buchanan
Council Support Officer and phone number:	Danny O'Donnell Ph: 836 8000 Ext: 8130
Remarks:	Cr Dallow has been appointed on to this Board by the Waitakere Regional Sports Trust in his capacity as Council representative on the Trust. The current Council appointees are intended to oversee the construction phase of the project (until June 2003) in common with the other inaugural members of the Development Board.

<b>NAME OF ORGANISATION: West Coast Plan Liaison Group</b>	
Aim:	<p>Over the past five years Council has facilitated the development of the West Coast Plan. Twelve visioning workshops around the West Coast and Waitakere Ranges contributed ideas, and the common ideas formed the vision statement and the basis for the goals, targets and actions that make up the Plan. The content of the West Coast Plan was put together through a consensus process by the West Coast Plan Liaison Group formed from volunteers and open to all, (over 70 people attended over five years). The completed plan was launched on 24<sup>th</sup> August 2001, and sets out what people want the West Coast and Ranges to be like in the future, and what needs to be done to achieve this future. The Plan has no legally enforceable status, but there is an expectation that it will influence the long term management of the area.</p> <p>With this in mind, the West Coast Plan Liaison Group has now redefined itself to a smaller core group comprising official representatives of a number of community groups and agencies, with the task of acting as an advocate for the implementation of West Coast Plan policy and monitoring implementation of the Plan.</p>
Number of Council Appointments:	1 (plus 1 Waitakere Community Board Member)
Meeting Frequency:	Approximately every three months but more frequently if important issues or documents for discussion come up
Date of next meeting:	To be advised
Contact person and phone number:	Kubi Witten-Hannah Ph: 812 8851
Meeting venue:	Council's Civic Centre, Waipareira Avenue
Payment (Band) or Voluntary:	100% Payment (Band 4)
Previous Council Appointment:	Cr Penny Hulse
Council Support Officer and phone number:	Jenny Macdonald Ph: 836 8000 Ext: 8414
Remarks:	The Waitakere Community Board at its meeting held on 6 November 2001 appointed Mrs Betty Hanson as the Board's representative on this group.

<b>NAME OF ORGANISATION: Western Districts Community Foundation</b>	
Aim:	A charitable society to make donations and gifts to community organisations, including sports groups, cultural groups, and schools which make application to this society.
Number of Council Appointments:	1
Meeting Frequency:	4 to 5 times per annum
Date of next meeting:	To be advised
Contact person and phone number:	Carmel McHardy
Meeting venue:	Western Districts Community Foundation
Payment (Band) or Voluntary:	83% Payment (Band 3)
Previous Council Appointment:	Cr Nash
Council Support Officer and phone number:	Nil