

***Mayoral Starter Pack for 2022-
2025 triennium***

Whangarei District Council

October 2022

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1 Overview

The Starter Pack has been created with the intention of giving the new Mayor a foundation with which to build their office from. Although there are some existing processes and policies which are set at an operational level by the Chief Executive (CE), the operations of the Mayor and their office can be adapted to suit the style of the Mayor.

Finding a way of working that is best for the Mayor will take some time and will involve input from the CE, the Mayor's Executive Assistant, the Democracy and Assurance Manager and the Elected Members.

The role of Mayor is very varied, involving long hours and a wide range of duties. The Mayor is expected to lead the development of our Council's plans (including the long-term and annual plan which are explained further in this guide), policies and budgets, for consideration by the members of the Council.

Our Mayor is responsible for chairing hui, taking a public stand on local issues, attending public events and being available to meet with people in the community.

The Mayor has responsibility to Chair, most meetings of Council. You will be provided with training on Standing orders and how to chair, a meeting as part of the planned council induction.

Good governance starts with you, the Mayor, as chair of the governing body and leader of the governance team. Good governance practice, such as leading strategic vision setting, establishing a collaborative governance culture, holding the organisation to account, championing continuous improvement, and ensuring compliance are all key aspects of governance and the role of Mayor is also to represent communities, acting as leader of our customers aspirations.

An important governance role is to ensure there is a clear vision and strategy, to manage the Chief Executive and act as a Good Employer, to embed good governance practices into the organisation, to undertake governance performance reviews, and be clear about continuous developmental needs, of both staff and members. These are roles which are essential if Council is to meet the challenges facing our community.

The Mayor will appoint a deputy Mayor within the first couple of months of Council.

The Mayor is normally the spokesperson for the council. In addition, the Mayor has civil defence responsibilities and is also a Justice of the Peace (while holding office).

2 Introductions to key stakeholders

Throughout their tenure as Mayor, there will be stakeholders both within Council and in the community who the Mayor will interact with on a regular basis. This could be for various reasons, for example, the Police Area Commander and the Mayor have historically met monthly to discuss any issues arising in the community and to maintain a strong connection between Council and Police.

Within Council, some staff have more to do with Governance and Elected Members than others. These staff will most likely be introduced during the induction for the new Council, however there are a few staff who the Mayor will work more closely with such as the General Manager of Strategy and Democracy and the Manager of Democracy and Assurance.

Below is a list of key stakeholders recommended for 1:1 introduction with the Mayor:

- Mayor of the Kaipara District Council
- Mayor of Far North District Council
- Chair of Northland Regional Council
- Police Area Commander
- Te Whatu Ora - Health New Zealand Te Tai Tokerau Chief Executive Chair Chamber of Commerce
- Northland Inc
- Council Controlled Organisations (see Democracy Manager for list)

Northland Transportation Alliance suggested introductions

Jeff Devine (WDC) – NTA Strategy & Planning Manager

Greg Monteith (WDC) – NTA Capital Works and Procurement Manager

Bernard Petersen (KDC) – NTA Maintenance & Operations Manager

In addition there would also be benefit in including Steve Mutton (Waka Kotahi - Director Regional Relationships, Te Tai Tokerau me Tāmaki Makaurau) who is the current NTA Leadership Group chair.

Corporate Group suggested introductions

Alan Adcock, GM Corporate/CFO

Delyse Henwood, Manager - Finance

Alison Puchaux, Manager - Revenue

Jane Ashley, Manager – Communications

Strategy and Democracy, iwi/hapu suggested introductions

Aaron Taikato, GM Strategy and Democracy

Mark Scott, Manager, Maori Outcomes

Name	Role	Details
Sharon Kaipō	Te Kūmutu (Mangakāhia)	
Carol Dodd	Te Kūmutu (Mangakāhia)	
Mere Mangu	Ngāti Horahia, Mangakāhia Takiwā	
Janelle Beazely	Ngāti Horahia, Whangārei Takiwā	

Reo Hau	Ngāti Te Rino, Parakao Marae	
Tame Te Rangi	Ngāti Te Rino	tame.terangi@ngatiwhatua.iwi.nz
Finnesha Tuhiwai	Te Parawhau, Korokota Marae	
Rangi Tuhiwai	Te Parawhau, Korokota Marae	rangit@mangakahia.school.nz
Taipari Munro	Chair, Whatitiri, Poroti. Terenga Parāoa Marae. Chair, Te Huinga	
Millan Ruka	Whatitiri, Poroti	millan@wairuaenergy.co.nz
Meryl Carter	Whatitiri, Poroti	
Te Ihi Tito	Te Parawhau, Tangiterōria	teihi.tito@northlanddhb.org.nz
Druis Barrett	Te Parawhau, Tangiterōria	druis.barrett@mwdi.co.nz
Gordon Tito	Tangiterōria Marae	gordon.little@medicorp.co.nz
Mira Norris	Te Parawhau, Otaika	
Pari Walker	Te Parawhau, Otaika	
Ben Pittman	Te Parawhau, Otaika	
Te Winiwini Kīngi	Ngāti Kahu o Torongare	
Richard Shepherd	Ngāti Kahu o Torongare	
Lissa Davies	Ngāraratunua Marae	
Hope Puriri	Ngāraratunua Marae	
Deborah Harding	Chair, Patuharakeke Trust Board	
Huiarangi Pirihi	Chair, Takahiwai Marae	
Nicki Wakefield	Chair, Te Rewarewa Inc	nicki@matakohe.co.nz
Mike Kake	Pehiaweri Marae, Te Rewarewa	
Pauline Hopa	Chair, Pēhiāweri Marae	
Pereri Mahanga	Chair, Te Waiariki, Ngāti Kororā Ngāti Takapari Trust	
Te Rā Nehua	Ngāti Hau, Whakapara	
Dale Van Englen	Whakapara Marae	
Hana Maxwell	Ngāti Hau, Te Maruata	
Loren Vangent	Te Maruata Marae	
Rosie Wellington	Ngāti Takapari	
Huhana Lyndon	Te Orewai	
Len Bristowe	Chair, Tau Henare Marae, Te Orewai. Te Kārearea Co Chair	

Delaraine Armstrong	Chair, Ngā Kaitiaki o Ngā Waimāori, Te Orewai	
Chantez Kingi	Ngā Kaitiaki o Ngā Waimāori	
Mihi Horne	Akerama Marae, Ngāti Hau	
Hepi Haika	Chair Mōkau Marae, Whangaruru	
James Duke	Chair Whananaki Marae	
Gary Reti	Chair Otetao Reti Marae	
Robert Diamond	Chair, Tūparehuia Marae	
Simon Mitchell	Chair, Oakura Marae	
Morore Piripi	Chair, Punaruku Marae	
Marlene Greene	Chair, Ngunguru Marae	
William Sullivan	Chair, Pātaua Marae	william.sullivan@ngatiwai.iwi.nz
Marie Tautari	Te Whakapiko Hapū	
Rowena Tana	Secretary, Te Rūnanga o Ngāti Hine	
Pita Tipene	Deputy Chair, Te Rūnanga o Ngāti Hine	pita@nhht.co.nz
Waihoroi Shortland	Chair, Te Rūnanga o Ngāti Hine	
Allan Riwaka	CEO, Te Rūnanga o Ngāti Whātua	alan.riwaka@ngatiwhatua.iwi.nz
Naida Glavish	Chair, Te Rūnanga o Ngāti Whātua	nglavish@ngatiwhatua.iwi.nz
Jonathan Rishworth	CEO, Te Uri o Hau	jrishworth@uriohau.co.nz
Antony Thompson	Chair, Te Uri o Hau	Antony.thompson@ngatiwhatua.iwi.nz
Sam Napia	CEO, Te Rūnanga ā Iwi o Ngāpuhi	sam.napia@ngapuhi.org
Wane Wharerau	Chair, Te Rūnanga ā Iwi o Ngāpuhi	wane.wharerau@ngapuhi.org
Aperahama Edwards	Chair, Ngātiwai Trust Board, Chair Te Whānau o Rangihakaahu Hapū Trust	aperahama.edwards@ngatiwai.iwi.nz
Hōri Parata	Chair, Te Kāhui Kaumātua o Ngātiwai	hori.parata@ngatiwai.iwi.nz
Huhana Lyndon	CEO, Ngātiwai Trust Board	raukura@ngatiwai.iwi.nz
Rōpata Diamond	Secretary, Ngātiwai Trust Board	secretary@ngatiwai.iwi.nz
Anaru Tiki	Pakikaikutu Kāinga	

3 Day to day operations

3.1 The Mayor's Office – Executive Assistant role

The Mayor's Office is run by the Executive Assistant (EA) to the Mayor and Deputy Mayor.

The Mayor is only required to be in the office for Council meetings, briefings and workshops (some of which may be online). At all other times, the Mayor may decide how much time they wish to be physically present in the office.

If the Mayor wishes to hold any meetings with staff or members of the public in person, it is up to the Mayor as to whether they are held in the Mayor's office or elsewhere.

The Mayor may choose if they would like to greet their own guests for meetings or if they wish to have their EA do this for them. The Mayor may also choose if they wish for their EA to minute meetings or not.

The Mayor and the EA will need to set out expectations and agree on a reasonable way of working together that satisfies the Mayor's requirements and works within the contract of the EA, who reports to the Democracy and Assurance Manager. The EA is not contracted to work outside the 37.5 hours per week (Monday to Friday) unless the EA has previously arranged and agreed on this with the Democracy and Assurance Manager.

Currently the role of Executive Assistant to the Mayor is vacant. We are in the middle of recruitment and will be in touch as these progresses.

3.2 Council resources

The Mayor has access to council resources where required. The Mayor is given a credit card to use while on Council business. This could include taxis while at meetings out of town, a meal while out of town and miscellaneous purchases for Council events or meetings such as gifts for dignitaries. If any purchases can be made through a Council supplier via a purchase order then that is preferred, rather than using the credit card. The Mayor's EA can check this.

Large credit card purchases should always be checked off with the CE and Democracy and Assurance Manager before using the credit card.

The Mayor may also use Council stationery. If they have specific requirements for stationery, they may ask the EA to arrange purchasing of stationery.

The Mayor has access (via the EA) to Council document templates and letterheads.

If the Mayor has any issues with technology, they can ask the EA to log a job with our IT helpdesk, Northcloud.

3.3 Chief Executive relationship

The Mayor and Chief Executive (CE) generally have a close working relationship.

It is suggested that there are regular catch ups scheduled with the CE, at least twice a week as both the Mayor and CE have busy calendars and finding time at the last minute is tricky.

The CE can be invited to informal meetings with Elected Members such as 'Issues and Updates' which have historically been held a day or two before a full Council meeting in the Mayor's office. See item 7.2 for further information.

The Mayor and CE will need to decide how they would like to work together and inform their respective EAs so that any meetings can be scheduled accordingly.

4 Communications and public relations

Communications is part of the day to day operations of the Mayor's office; however it is a significant portion of the work the Mayor and the EA carry out. Set out below is a summary of the type of communications the office deals with and ways that the Mayor may decide to handle communications.

4.1 External communications

The Mayor will receive communication from the public via any channel that they have made publicly available. If the Mayor has shared their email, mobile number, social media profile etc. then the public will use all of these to get in touch.

The Mayor's EA will only have access to the Mayor's Council email address and calendar. The Mayor can decide if they wish to forward calls to the EA from their mobile.

Social Media is managed by the Mayor personally.

The Mayor should consider how they would like to respond to members of the public and set some rules. This may include all correspondence being responded to by the EA, or the Mayor may wish to respond themselves. The Mayor should also discuss with the EA how they would like their email and calendar managed, they may wish to do this themselves and pass things on to the EA when more work is required, or they may want the EA to vet all emails, invitations and other correspondence before flagging anything to the Mayor.

4.2 Communications Adviser role

There is a Communications Adviser who spends some of their time working on communications for the Mayor. Examples of this work are below.

- Column: The Mayor has the option to write a fortnightly column for the Northern Advocate. This can be written by a Communications Adviser if the Mayor wishes.
- Speeches:
- Letters:

4.3 Internal (within Whangarei District Council)

The Mayor and CE should discuss how the CE would like communications with staff to be handled. It is currently widely accepted that the Mayor runs matters by the CE before approaching staff directly. This is the same for Elected Members. Staff may choose to email the Mayor and Elected Members directly if a question has been asked of them by Elected Members, however it is most common that communication between the Mayor and staff occurs via the CE or the Mayor's EA. This helps to keep politics and operational matters separate

4.4 Automatic replies and answerphone messages

The Mayor can choose if they wish to have an automated response and voicemail on their email and phone. Example of an automated email response below:

Tēnā koe

Thank you for your email. I receive a large number of emails per week. Please note that all correspondence is reviewed and considered and where necessary responded to by my office.

If your email is regarding an operational matter, it will be referred to the relevant Department for further action.

For urgent matters, please contact my Executive Assistant via email (XXXXXX) or phone (XXXXXX).

Nga mihi

It is recommended that some sort of automated response is implemented to ensure people know their email/call has been received.

5 Organisational operations

5.1 Organisation structure

The Mayor may wish to familiarise themselves with the structure of the organisation. The overall structure is as follows:

Chief Executive (Simon Weston)

Strategic Leadership Team (SLT) – (GM Infrastructure; GM Community; GM Strategy and Democracy; GM Planning and Development; GM Corporate/Chief Financial Officer)

Department Managers

Team leaders

Operational staff

Graduates

Cadets

Contractors (managed by each department as req'd.)

The organisational chart can be accessed by the EA for the Mayor to view (although it does change frequently).

5.2 Important departments

The Mayor will work more closely with the Democracy and Assurance Department with regards to Council meetings and legal matters. There may be some interactions with the Council Chambers Custodian regarding meeting set up. The Mayor will also have some interactions with members of SLT and their EAs.

The mayor can decide how they would like to communicate with the above areas of Council, or if they would like to communicate with them via their EA exclusively.

The CE will also have a say over interactions as per section 4.2 of this document.

6 Events

Civic & Council (internal) and community (external) events happen throughout the year. The below lists set out what happens within Council annually which the Mayor is either speaking at or expected to participate in in some way as well as community events which the Mayor is usually invited to.

6.1 Civic & Council

These events are run in conjunction with Venues and Events. It is important to book dates in for all of these in around October/November the year prior.

6.1.1 Citizenship ceremonies

Historically Council has hosted Citizenship Ceremonies every 2-3 months throughout the year (starting in February each year). These are for a maximum of 60 new citizens. The Mayor hosts the ceremony escorted by a naval officer, a kaumatua and any elected members who choose to attend. The Mayor usually speaks at the beginning and end and calls each new citizen forward.

6.1.2 Civic Honours Awards

Each year Council hosts the Civic Honours Awards Ceremony where 4 citizens are presented with a medal for their services to the community. The Mayor speaks at this event and alongside a kaumatua and Elected Members, presents each recipient with their medal.

6.1.3 Senior Citizens Christmas Concert

In the past, Council has hosted a concert of local performers in December each year. In Te Kotahitanga (Expo Hall). This is for all the senior citizens of Whangarei from retirement villages and those who live independently. The Mayor helps to host this event.

6.1.4 International Students Welcomes and other ad hoc Council events

Council often hosts events such as welcomes for international students welcomes, where we hold a mihi whakatau in Chambers for the students. We also occasionally host whakatau for sports teams that have had significant success in international tournaments as well as other similar occasions (e.g. greeting international delegations and teams, International Rally of New Zealand). This involves the Mayor speaking often alongside a kaumatua and other Elected Members and presenting gifts in some instances.

6.2 Community

6.2.1 Community groups

The mayor is frequently invited to attend and speak at events run by the community, there are often more events in the lead up to the end of the calendar year. Examples of such events include:

- Club prize givings
- Rotary/Lions events
- Facility and business openings
- North Chamber events
- Retirement village events

6.2.2 Education

The Mayor is usually invited to end of year prize giving events at high schools as well as tertiary institution graduations. The Mayor may sometimes be asked to present an award, but generally is not asked to make a speech at these events.

The Mayor may be asked to open new education facilities, the institution may get a plaque made stating that the Mayor opened the facility on a specific date.

7 Key meetings and memberships

The Mayor is expected to participate in various pre-arranged (usually booked a year ahead at least) recurring meetings and catch ups with different organisations and key community stakeholders. Below is a list of examples of both the recurring meetings and types of catch ups that have occurred over the past few terms.

7.1 Memberships

Local Government New Zealand (LGNZ) – this is an annual membership which Council pays for.

Mayor's Taskforce for Jobs (MTFJ) – this is run by LGNZ and is a separate membership, which Council pays for

TUIA – this is a programme which involves the Mayor mentoring a rangatahi for a year, and the Council sponsors them (pays for travel and food) to attend 4 wananga throughout the year which teach them about leadership and development.

Trinsley Charitable Trust – the Mayor and Deputy Mayor are trustees of this trust.

L.W. Nelson – the Mayor is a trustee of this trust.

7.2 Recurring meetings

Local Government New Zealand (LGNZ)

- Metro Sector Meeting (quarterly), either in person in Wellington or via zoom
- LGNZ conference and excellence awards. Usually every July in a different city/town each year.
- Mayor's Taskforce for Jobs (MTFJ) Core Group meetings
- Zone 1 (quarterly). Hosted once each by each council, same day as NFTSPW usually.

Northland Forward Together Strategic Planning Workshop (NFTSPW - quarterly). Hosted once each by each council, same day as Zone 1 usually.

Mayoral Forum – these are held quarterly, hosting rotates through the four councils throughout the year.

In each instance where WDC hosts the above meetings, it is expected we help with/create the agenda alongside Chris Taylor (Governance) at NRC and provide catering as well.

Issues and Updates – over the past three terms the Mayor and Councillors have caught up informally a day or two prior to the Council meeting to discuss any issues that need to be off the record. This is usually done in the Mayors office without staff, or with the occasional update from the CE/a member of SLT.

Civil Defence Emergency Management (CDEM) – The Mayor has the ability to declare a Civil Defence Emergency. There needs to be one Elected Member officially appointed to this group and one alternate. Neither have to be the Mayor but it is recommended the Mayor is appointed. The CDEM group meets roughly every other month. The Mayor must either attend or send an Elected Member in their place. There May be an Elected Member that always attends alongside the Mayor.

7.3 Routine catch ups

Sister City/Haikou – Haikou and Whangarei have had a close relationship since around 2013. This has been supported by both Northtec (Te Pukenga) and Northland Inc however Northland Inc are pulling back from relationships with China at the moment. The may be an offer of a meeting with Haikou Foreign Affairs Office come through in November.

Police – The Mayor's office has a close relationship with the Police Area Commander. There is usually a monthly 1 hour catch up/walk around the CBD booked with the Area commander on a day that suits both parties.

Waka Kotahi – The Mayor and Steve Mutton (Waka Kotahi Director, Regional Relationships) aim to catch up- for 30 minutes via Teams monthly on a day that suits both parties.

MP (currently Emily Henderson) – The Mayor and the current MP for Whangarei catch up roughly once a month. The MP often has to work around their sitting weeks at Parliament so it may vary.

Chief Executive Northchamber – In the past it has been common practice for the Mayor to have semi-regular catch ups with the Chief Executive (CE) of North Chamber. At present the CE is on extended leave so this may need to be re visited in early 2023.

Mayors and Chair (weekly zoom) – throughout the 2019-2023 term, the three Mayors and Chair of Northland Regional Council have had a standing virtual meeting every Friday morning. This may be suggested as a suitable way to keep up to date with what is happening across Te Tai Tokerau.