



Waitaki

DISTRICT COUNCIL
TE KAUNIHERA Ā ROHE O WAITAKI
Growing strong communities.

Date released: 31 March 2023

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Subject: A2O Governance Group

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New Zealand

Original LGOIMA Request:

1. Copy of the terms of reference for the A2O governance group
2. Copy of the A2O governance group Constitution
3. List of members of the A2O governance group
4. List of the membership of the A2O advisory group

Official LGOIMA Response:

The members of the A2O Joint Committee are:

Council Representatives Mayor Gary Kircher (WDC) (Chair)
Deputy Mayor Karen Morgan (MDC)

Cr. Matt Murphy (MDC)

Cr. Brent Cowles (WDC)

Papatipu Rūnanga Danual Cattermoul (Te Rūnanga o Arawhenua)
Victoria Campbell (Te Rūnanga o Moeraki)
Te Wera King (Te Rūnanga o Waihao)

Department of Conservation Sally Jones

The members of the A2O Reference Group are:

Geoff Gabites – Cycle Journeys

Ian Schnauer – Escape by Cycle

Dawn Brown – Presence on Harbour

Kate White – Waitaki Braids

Kathryn Lindsay – Meridian Energy

Rick Ramsay – Mount Cook Alpine Salmon

Alps 2 Ocean Reference Group (A2ORG) - Terms of Reference

Purpose

The purpose of the Alps2Ocean Reference Group (A2ORG) is to represent stakeholders to the Alps2Ocean Cycle Trail (the Trail) governing Joint Committee. The A2ORG allows a communications conduit for feedback, input, and consideration of the Alps2Ocean strategic and operational objectives and timeframes.

High-level objectives are:

- Ensure broad representation across the Waitaki and Mackenzie Districts for community interest groups, businesses, organisations and agencies associated with the Trail. This includes tourism and tourism-related businesses (such as food and accommodation businesses), proximity land-owners, and local and central government agencies such as Environment Canterbury and LINZ.
- Input and review of the annual strategic objectives.
- Input and review of the annual marketing strategy.
- Input and review of the quarterly operational programme.
- Matters of interest or concern to the representatives.
- For the representatives to report to the wider stakeholder community regarding the Trail strategic and operational objectives and progress against these objectives.
- Receiving statistical and anecdotal feedback regarding the Trail's activity results.
- Improving the delivery of the Trail services.

A2ORG is a non-binding, non-decision-making, advisory group and does not constitute governance of the Trail. The forum will be tasked with making recommendations on the Trail objectives to the Trail Joint Committee and does not have delegated authority to direct activity or spend budget. The Trail Joint Committee may undertake activity which is against the recommendation of A2ORG.

1. Key Goals

The A2ORG will:

- Identify strategic and operational priorities.
- Contribute to improving the alignment of the Trail's programmes of work with the local communities.
- Build effective working relationships between the stakeholders across both districts as a whole, the Trail Joint Committee, Papatipu Rūnanga, Department of Conservation, Mackenzie District Council, and Waitaki District Council.
- Ensure that recommendations provided to the Trail Joint Committee include broad tourism sector feedback from across the tourism sector.
- Act as a conduit between the Trail Joint Committee and the represented stakeholder groups.

2. Operating Principles

A2ORG will observe the following principles in all its meetings:

- Consider the interests of the stakeholder groups represented by all A2ORG members.
- Work in a collaborative and co-operative manner using best endeavours to reach solutions that take account of the interests of all sectors of the community.
- Members represent the interests of their stakeholder group and will not use the A2ORG to pursue specific individual benefit.
- Any conflicts of interest will be declared.

- A2ORG members and any stakeholders or Council employees invited to contribute will provide information based on empirical evidence, established best practice or experience where possible. Where an option is anecdotal or not supported by evidence this must be made explicit.
- In considering strategic development matters, members will be mindful of both Councils and Department of Conservation strategic documents and directions that have been developed in consultation with the community.

3. Member Selection Process

The A2ORG is initiated and managed by the Trail Joint Committee. The Trail Joint Committee will invite representatives (according to the process described in Appendix A) nominated from:

- Tourism operators and tourism-related businesses
- Proximity landowners
- Other key stakeholders as determined by the Trail Joint Committee to ensure fair and broad representation across both the Mackenzie and Waitaki districts.

4. Membership

Membership of the A2ORG will be decided and agreed upon by the Trail Joint Committee. The membership will consist of a minimum of six (6) members as follows (additional members may be invited at the discretion of the Trail Joint Committee). Nomination of numbers of members will be invited as follows:

- Local tourism industry representatives (across both districts) (4)
- Proximity landowners (2)
- Other stakeholders nominated by the Trail Joint Committee (as needed)

Non-member A2ORG participants:

- Mackenzie District Council representative(s), Elected Member, CEO or delegate
- Waitaki District Council representative(s), Elected Member, CEO or delegate
- Ngā Rūnanga Arowhenua, Moeraki, and Waihao
- Department of Conservation

5. Role Descriptions

The role of members, chair, deputy chair, and lead officers are outlined in Appendix B of this document.

6. Meetings

The Advisory Forum will aim to meet at least 4 times per year.

- Scheduled meetings may be a mix of open meetings, closed workshops, wider tourism industry forums and digital meetings. Guest speakers may be invited to attend, at the invitation of the Trail Joint Committee, where they will add value.
- Should conflict occur, the A2ORG Chair will work with the Trail Joint Committee Chair to resolve the conflict. If necessary, mediation can be requested.
- A2ORG meetings will be closed to the media. Minutes will be made available to the public following the meeting.

7. Terms of Appointment

- The standard term of appointment will be two years.

- Members can be considered to serve an additional term. The A2ORG Chair must approve extended terms of appointment. The maximum term of service will be two terms.
- The term of appointment will be re-evaluated if a member misses more than three consecutive meetings without apology during any one calendar year.
- If an A2ORG member resigns, a replacement will be sought through the current selection process.
- Members may request a leave of absence of up to three months due to sickness or injury.
- The A2ORG members shall appoint the Chair and Deputy Chair from the membership. The A2ORG members shall reconsider the appointment of the Chair in February of each year.
- To ensure continuity, members terms will be staggered.

8. Operation and Other Matters

- The Trail Joint Committee will oversee the administration of the A2ORG.
- The Trail Joint Committee administrator will take meeting minutes and make them available to the Trail Joint Committee and A2ORG members.
- If a situation arises where the A2ORG is not functioning effectively, or there is a disagreement regarding membership eligibility, the Trail Joint Committee Chair will have final approval of the membership and composition of the forum.
- All members are expected to comply with the Code of Conduct as outlined in Appendix C of the document.

9. Review

The Terms of Reference will be reviewed every two years at a formal A2ORG meeting. All changes to the Terms of Reference will be subject to the approval of the Trail Joint Committee.

APPENDIX A: Selection process

Recruitment of new members will be managed by the Joint Committee Chair. The Chair will call for nominations using contacts through relevant community networks, Alps2Ocean website and local print and social media. Applications will be reviewed and shortlisted by a selection panel comprised of the Joint Committee and the A2ORG Chair.

The role description for members included in Appendix B and the A2ORG selection criteria as stated in the terms of reference will be used for the selection process. The selection panel will make the final decision about all appointments to the A2ORG.

Replacement of Vacancies

The Joint Committee will work to fill any vacancies as they arise.

APPENDIX B: Roles and responsibilities

All A2ORG members are to:

- Provide advice to the Joint Committee that is informed by the stakeholders or stakeholder groups they represent.
- Consider issues on their merits to ensure the best advice is provided.
- Be openminded and display a willingness to listen to differing points of view.
- Treat others, including Council and Department of Conservation employees, with respect always.
- Actively engage with members of the wider communities they represent.
- Establish and maintain relationships within their respective communities.
- Comply with the Code of Conduct as outlined in Appendix C.

Chair

The Chair is to:

- Facilitate A2ORG meetings to enable considered yet efficient decision making
- Encourage open communication from all A2ORG members
- Work with the A2O Trail Manager to compile meeting agendas

Deputy Chair

The deputy Chair is to:

- Support the chair in their role.
- Act in place of the chair if the chair is unavailable or has a conflict of interest.

Secretarial duties

The A2O Trail Manager will be assigned to attend forum meetings. Their tasks are to:

- Advise the chair on the strategic agendas.
- Follow up on meeting actions and resolutions.
- Highlight potential issues and risks.
- Take minutes in formal meetings and wider community forums.
- Take notes in closed workshops.

APPENDIX C: Code of Conduct

The objective of the code of conduct is to:

- Support the development of mutual trust and respect amongst A2ORG members and the Joint Committee
- Clarify the standard of behaviour expected from members of the A2ORG

Relationships

Members are expected to conduct their dealings with each other and the Joint Committee, in ways that:

- Are open, honest and maintain integrity.
- Focus on issues rather than personalities.

- Maintain confidence in the A2ORG.
- Keep focus on issues of the stakeholders represented that directly relate to A2O Trail business.
Should conflict occur, the Chair and reference group will work together to resolve the conflict. If necessary, mediation can be requested.

Public comment

All media enquiries will be directed to the Joint Committee Chair. Where appropriate a view may be expressed by the A2ORG with Joint Committee agreement. In these circumstances:

- Only the Chair or Deputy Chair can represent the forum to the media.
- The Chair will work with the Joint Committee in relation to any public comments
- Members must support the official view of the reference group and refer any further enquiries to the Chair.

Members are free to express a personal view in public. When doing so, they should make it clear that:

- They are expressing a personal view (or a view on behalf of the stakeholders or stakeholder group they are representing on the A2ORG).
- Their comments do not represent the views of the A2ORG.
- In addition, public comments should comply with all other expectations as outlined in the A2ORG's Code of Conduct.

Conflict of interest

A2ORG members are expected to report any conflicts of interest to the Joint Committee as soon as possible. Information that may benefit a private business representative should be made publicly available through the meeting minutes.

General Conduct

A2ORG members are expected to:

- Act with honesty and integrity at all times.
- Be prepared for meetings and arrive at meetings on time.
- Provide apologies in advance when attendance at a meeting is not possible.
- Abide by the direction of the Chair.
- Maintain a positive public image and not bring the Alps2Ocean Trail or brand into disrepute.
Avoid publicly criticising any Alps2Ocean employee or contractor in any way.
- Raise concerns about Joint Committee employees or contractors through Joint Committee Chair.
- Ensure that any confidential information received remains confidential. Any A2ORG member raising confidential information must declare this to the A2ORG prior to raising the confidential information.

Review of position

Any behaviour that is deemed to be in breach of the Code of Conduct may result in a review of A2ORG membership and will be required to go through a Joint Committee process for a decision to be made. The A2ORG member in question may represent themselves, with or without support, but the Joint Committee will have the final say and no further discussion will be entered into.

Alps 2 Ocean Joint Committee Terms of Reference

10. Purpose and Function

The purpose of the Alps2Ocean Joint Committee is to ensure the ongoing governance, development, and administration of the Alps 2 Ocean Cycle Trail (the Trail). The following map summarises the Trail location.



The Joint Committee will give effect to its purpose by undertaking the following:

- Develop a 10-year strategy for the Trail (the Strategy)
- Monitor and govern the execution of the strategy
- Monitor and support fund-raising for further development and maintenance of the Trail
- Establish a sustainable business model
- Provide opportunity for stakeholder participation

11. Objectives and Delegations

To monitor and govern execution of the strategy

1. To ensure the Alps2Ocean Cycle Trail is further developed and maintained.
2. To help source, approve, monitor and account for public and private grant funding for the further construction and maintenance of the Trail.
3. To represent the councils, with public agencies and private organisations.
4. To ensure appropriate access agreements are in place for the entire length of the Trail.
5. To establish the operating structure, resources and activities for the Trail, including protecting intellectual property and establishing business opportunities.
6. To determine the fair allocation between the Councils of costs.
7. To set Key Performance Indicators to be carried out by a 'Trail Manager'.

To act on behalf of the signatory authorities

8. To develop and govern the execution of a business plan to operate the Trail.
9. To ensure at least quarterly and annual reports are delivered to the signatory authorities

10. To monitor the overall activities and performance of the Trail on behalf of the signatory authorities.

To provide opportunity for stakeholder participation

11. To monitor the relationship between the signatory authorities, management and stakeholders.
12. To advocate for the importance of the Trail as part of the National Cycleway and as a tourism opportunity for the Mackenzie and Waitaki districts.
13. To establish a stakeholder advisory group to provide a two-way communications conduit for the development and implementation of strategic and operational objectives.

12. Financial Delegation

1. To spend appropriate meeting fees and administration costs of governance meetings up to the amount of \$6,000 per annum.
2. To administer the spend of any grant monies received, in accordance with the grant applications and funding agreements.

All expenses to be invoiced 50/50 to each Council on a quarterly basis.

13. Membership

The Alps2Ocean Joint Committee membership will comprise the following members:

- Waitaki District Council (2 Members)
- Mackenzie District Council (2 Members)
- Department of Conservation (1 Member)
- Papatipu Rūnanga (3 Members)

Appointment Process

The groups will nominate their own representatives.

14. Standing Orders

The standing orders of Waitaki District Council, as adopted after each triennial election and amended from time to time, shall be the standing orders for this Committee, except as changed by these terms of reference.

The Joint Committee is subject to the Local Government Official Information and Meetings Act 1987.

15. Quorum

In accordance with LGA2002 Sch7 cl 30(9)(b), the quorum shall be five (5), this being the majority of members (including vacancies). As a Joint Committee, a representative from each Council, and two of the three Papatipu Runanga need to be represented to form a quorum.

16. Meeting Frequency

The Joint Committee may meet as required but must meet at least twice per year to receive a 6 monthly report, annual report and annual plan.

17. Officers

The Chair of Committee shall be appointed by the Committee. The Committee shall reconsider the appointment of the Chair in February of each year.

18. Term

In accordance with Local Government Act 2002, Schedule 7, clause 30(7) the councils have resolved that the Joint Committee is a permanent Joint Committee and cannot be discharged unless the councils so agree.

Members are appointed for a term of three years and can be reappointed for a second term of three years at the discretion of the relevant nominated bodies, except that the Council representatives must be elected representatives. In the event that an elected representative is not re-elected they will immediately cease to be a member of the Joint Committee and the Council should make a new appointment. At the discretion of each Council, terms for elected members should be staggered to help maintain continuity. To coincide with Local Government Election processes, Council membership of the Joint Committee will be confirmed each triennium following the election of the incoming council.

In the event of one or both elected members ceasing to be a member and new members having not been appointed, the quorum remains unchanged.

The term of appointment of the chairperson and deputy chairperson, which may be for any period not necessarily corresponding with the timing of triennial local government elections, must be agreed at the time of appointment. In any case where the term of appointment of the chairperson, or deputy chairperson extends beyond a triennial election date and the chairperson or deputy chairperson is not re-elected to his or her Council then the chairperson or deputy chairperson shall be deemed to have resigned on the date of the declaration of the election result for his or her Council.

19. Operating Philosophy

The Joint Committee will at all times operate in accordance with the following:

1. Be culturally sensitive observing tikanga Maori.
2. Give consideration to and balance the interests of all communities in the districts in debate and decision making.
3. Members will work in a collaborative and co-operative manner using their best endeavours to reach solutions that balance the interests of all sectors of the community.
4. Promote a philosophy that the Alps2Ocean Cycle Trail is a key economic driver for the smaller communities across both districts
5. The Committee will seek consensus in its decision making where at all possible. Where, despite the best endeavours of members unanimous agreement is not able to be reached, a decision may be taken if in the view of the significant majority it represents the best interest of all sectors of the community.
6. In the event that neither unanimous agreement is able to be reached nor a significant majority view formed, the Committee must in the first instance seek assistance from the Chief Executives of the Councils to further Committee discussions and deliberations.
7. Where the Committee is unable to reach consensus despite having sought assistance and exhausted all avenues, they must recommend that the Councils disband them and appoint a new Committee.

20. Administration

1. The Committee is administered by a Trail Manager employed by the Councils on behalf of the Joint Committee.
2. Remuneration for non-elected representative members will be paid in accordance with current disbursements in the Waitaki District Council Elected Members Allowances and Recovery of Expenses Policy