



AGENDA

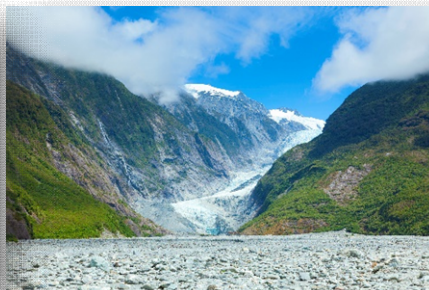
RĀRANGI TAKE

NOTICE OF THE INAUGURAL MEETING OF THE

Council Controlled Organisation Oversight Committee

to be held on **Wednesday, 28 January 2026** commencing at **1 pm** in the Council Chambers, 36 Weld Street, Hokitika and via Zoom

Chairperson:	Her Worship the Mayor	
Members:	Deputy Mayor Burden	
	Cr Gillett	Kw Tumahai
	Kw Madgwick	



In accordance with clause 25B of Schedule 7 of the Local Government Act 2002, members may attend the meeting by audio or audio-visual link.

Council Vision

By investing in our people, caring for the environment, respecting the Mana Whenua Cultural heritage, and enabling investment, growth, and development we will enrich our district and the people that reside here.

Purpose

The Council is required to give effect to the purpose of local government as prescribed by section 10 of the Local Government Act 2002. That purpose is:

- (a) To enable democratic local decision-making and action by, and on behalf of, communities; and
- (b) To promote the social, economic, environmental, and cultural well-being of communities in the present and for the future.

1. INTRODUCTIONS:

1.1 Chairperson

1.2 Committee Members

2. NGĀ WHAKAPAAHA

APOLOGIES

(includes leave of absence notification)

3. WHAKAPUAKITANGA WHAIPĀNGA DECLARATIONS OF INTEREST

Members need to stand aside from decision-making when a conflict arises between their role as a Member of the Council and any private or other external interest they might have. This note is provided as a reminder to Members to review the matters on the agenda and assess and identify where they may have a pecuniary or other conflict of interest, or where there may be a perception of a conflict of interest.

If a member feels they do have a conflict of interest, they should publicly declare that at the start of the meeting or of the relevant item of business and refrain from participating in the discussion or voting on that item. If a member thinks they may have a conflict of interest, they can seek advice from the Chief Executive or the Group Manager Corporate Services Risk and Assurance (preferably before the meeting). It is noted that while members can seek advice the final decision as to whether a conflict exists rests with the member.

4. PŪRONGO KAIMAHI STAFF REPORTS

- Council Controlled Organisation Oversight Committee – Terms of Reference
Barbara Phillips – Chief Executive Officer

5. ACTION LIST

A copy of the previous Action List is attached.

6. CONFIRMATION OF MEETING SCHEDULE

- The following meetings have been scheduled for the remainder of 2026:

16 April 2026
2 July 2026
1 October 2026

7. COMMITTEE WORKPLAN

A copy of the previous Committee Workplan is attached.

**DATE OF NEXT COUNCIL CONTROLLED ORGANISATION OVERSIGHT COMMITTEE MEETING –
16 APRIL 2026
COUNCIL CHAMBERS, 36 WELD STREET, HOKITIKA AND VIA ZOOM**

Report to Committee



DATE: 28 January 2026

TO: Council Controlled Organisation Oversight Committee

FROM: Chief Executive

COUNCIL CONTROLLED ORGANISATION (CCO) OVERSIGHT COMMITTEE TERMS OF REFERENCE (TOR)

1. Summary

- 1.1. The purpose of this report is to present the draft CCO Oversight Committee Terms of Reference for adoption.
- 1.2. This issue arises as Council has established a committee to provide oversight on Westland District Council.
- 1.3 Council seeks to meet its obligations under the Local Government Act 2002 and the achievement of the District Vision adopted by the Council in June 2025, which are set out in the Long-Term Plan 2025 – 2034.
- 1.4 This report recommends that the Committee adopt the Council Controlled Organisation Oversight Committee Terms of Reference, attached as **Appendix 1**.

2. Background

- 2.1 The reason the report has come before the Committee is due to the CCO review carried out by PwC that resulted in the amalgamation of Westland Holdings Ltd (WHL) into Destination Westland Ltd (DWL) as at 30 June 2024, and a new subcommittee of Council being established to provide oversight over the remaining Council Controlled Organisations.
- 2.2 During the last Triennium, the Council Controlled Organisation Oversight Committee met three times on 29 January 2025 (Inaugural Committee Meeting, 27 March 2025 and 5 June 2025).

3. Current Situation

- 3.1. Council adopted the ToR at the Council meeting on 18 December 2025. The ToR provide the committee with clear instructions on the work that the Council require the Committee to undertake.
- 3.2. Previously, the Committee has been chaired by an Independent Chair. The Council has resolved not to have an Independent Chair for this Triennium.
- 3.3 The Elected Members who have been approved by Council to sit on the Committee have reviewed the ToR as part of the adoption process.

4. Options

- 4.1. Option 1: Adopt the CCO Oversight Committee Terms of Reference.

4.2. Option 2: Adopts the CCO Oversight Committee Terms of Reference with amendments.

5. Risk Analysis

5.1. Risk has been assessed, and the following risks have been identified:

- Strategic Risk – The Oversight Committee must have a clear mandate to ensure that Council and ratepayers are provided with information that they can trust to enable an open and transparent relationship.

6. Health and Safety

6.1. Health and Safety considerations have been reviewed, and no issues have been identified.

7. Significance and Engagement

7.1. The level of significance has been assessed as being low, as the report is administrative in nature.

7.1.1 No public consultation is considered necessary.

8. Assessment of Options (including Financial Considerations)

8.1. Option 1: Adopt the CCO Oversight Committee Terms of Reference.

- To operate efficiently, the Committee must have an adopted ToR.
- The ToR were written to address the issues that were raised by Elected Members during the CCO review. These included the perception of a lack of transparency in the business undertaken by the CCO's by Elected Members and the Westland Ratepayers.
- The ToR will enable the committee to produce a work plan and provide focus on the actions that Council has delegated the committee to carry out.
- It is assumed that the ToR may be required to be changed over time if any further changes are made to the CCO structure or business undertaken by the CCO's, and by adopting the ToR as is now, does not affect the ability to recommend any changes for Council to consider.

8.1.1. There are no financial implications to this option.

8.2. Option 2: Adopt the ToR with amendments.

To operate efficiently, the Committee must have an adopted ToR.

8.2.1. There are no financial implications to this option.

9. Preferred Options and Reasons

9.1. The preferred option is Option 1.

9.2. Option 1 is preferred as it provides the Committee with a clear outline of the expectations of the work that Council expects the Committee to undertake. Without ToR's there is no direction for the Committee to work towards.

10. Recommendations

10.1. That the report be received.

10.2. That the Committee adopt the CCO Oversight Committee Terms of Reference.

Barbara Phillips
Chief Executive

Appendix 1: Council Controlled Organisation Oversight Committee Terms of Reference.

TERMS OF REFERENCE FOR THE COUNCIL CONTROLLED ORGANISATION OVERSIGHT COMMITTEE

Title	Council Controlled Organisation Oversight Committee
Authorising Body	Mayor/Council
Status	Standing Committee
Quorum	Chair plus 2 members (must include 1 Councillor)
Adopted by Council	18 December 2025
Adopted by Committee	
Administrative Support	Chief Executive Office

This document outlines the Terms of Reference for the Council Controlled Organisation Oversight Committee.

The Chief Executive will be responsible for coordinating agendas and be the principal point of contact for committee members.

1. Purpose

The purpose of the Council Controlled Organisation Oversight Committee is to have a general overview of the strategy, direction and priorities of the Council Controlled Organisations, and monitor the performance and delivery on strategic outcomes of Council Controlled Organisations by:

- Review of CCO strategy documents
- Review of Statement of Intents
- Recommending to Council on the content of annual letters of expectations
- Monitor performance of each of the organisations
- Promoting a culture of openness and continuous improvement.

2. Responsibilities

Review of Strategy documents

- Ensure that the strategy documents align with Council direction and policy.
- Making recommendations to Council regarding endorsement of strategic plans and business plans.
- Review CCO requests for major transaction approval and recommend appropriate actions by Council.
- Monitor performance and risks related to the delivery of strategic outcomes.

Statements of Intent

- Recommend to the Council on the content of the annual letters of expectations to each CCO.
- Review draft Statement of Intent (Sol) to ensure that the Sol provides clarity and direction for both the CCO's and Council.
- Recommendation of adopting of Sol's to the Council.

Accountability and monitoring

- Review of Sol and recommending adoption to Council.
- Review of the CCO Annual Report, which must include a comparison of its actual and intended performance (as set out in its statement of intent) and audited financial statements and recommending adoption to Council.
- Review of half-yearly report for shareholders on the operations during the half year, including information required by its Sol and financial information.
- Review of quarterly management accounts.

Director appointments and board evaluations

- Identify director appointments that have the requisite skills, knowledge and experience for the respective CCO board in line with the Council's Controlled Organisation Director Appointment Policy.
- Make recommendations to Council for the appointment.
- Carry out director reviews and board reviews.
- Review remuneration and make recommendations to Council.

Other Matters

- Report half-yearly to Council on the performance against financial and non-financial KPI's as required in the Sol.
- Review CCO policies and suggest relevant changes.

3. Delegated Authority

- To appoint a specialist consultant or recruitment advisor to assist with shortlisting suitable candidates if required.
- To reappoint suitable directors without further approval from Council.

The CCO Oversight Committee can recommend to Council

- Recommendations as to the content of letters of expectation.
- Approval of strategic plans.
- Adoption of Statement of Intent.
- Adoption of Annual Reports.
- Appointment of suitable director appointments.
- Remuneration changes.

Power to delegate

The CCO Oversight Committee may not delegate any of its responsibilities, duties or powers.

4. Committee Meetings, records and reporting structure

- The committee will meet at least quarterly in each financial year.
- One meeting must consider the CCO's draft annual report before adoption of the annual reports by Council.
- Minutes of the committee be presented to the Council for its consideration.
- Report to the Council at least twice a year on the performance of the CCO's.
- The committee will be attended by a representative of External Audit for one meeting each year.

Role of Chair

The role of Chair is key to achieving committee effectiveness, to achieve this;

- The Chair should take ownership of, and have final say in, the decisions about what business will be pursued at any particular meeting.
- The Chair should ensure that after each meeting appropriate reports (minutes) are prepared from the CCO Oversight Committee to the Council.
- Encourage good, open relationships between the CCO Oversight Committee, CE, Elected members and internal and external auditors.

Committee Membership





- Her Worship the Mayor (Chair)
- Deputy Mayor Burden
- Cr Gillett
- Kw Madgwick
- Kw Tumahai

The Committee Chair will be the spokesperson on matters of public interest within the committee's scope of work. On technical matters or where the status is still at the staff proposal level, senior staff may be the appropriate spokesperson. Where necessary and practical the Committee Chair and senior staff will confer to determine the most appropriate course of action for advising the public.




The Committee shall record minutes of all its proceedings.

Adopted by Council – 18 December 2025



05.06.25 – CCO OVERSIGHT COMMITTEE – ACTION LIST

Date		COMPLETED IN PROGRESS OVERDUE	Item	Action Required	Status	Lead Officer
1.	27.03.25		Westroads Ltd: Operational variances in profit.	The Chair Westroads Ltd will provide the Committee with further information on the split between Christchurch, Greymouth and Hokitika revenue in an internal workshop.	<i>An offline discussion will be held separately.</i>	M. Rogers
2.	27.03.25		Destination Westland Ltd: Hokitika Wildfoods Festival.	Detailed report on the Hokitika Wildfoods Festival will be provided to the Committee.	<i>2025 Wildfoods Festival Report was received on the morning of 5 June meeting. The report will be circulated separately ahead of further discussions.</i>	C. Gourley
3.	27.03.25		Destination Westland Ltd: Financial returns for individual businesses.	Financial information to be split to give a clearer picture of financial returns of each business going forward and be provided to the Committee.	<i>The costs for each business has been split in the Quarterly report for Destination Westland for the 5 June meeting.</i>	C. Gourley
4.	27.03.25		Destination Westland Ltd: Deferred tax liability.	Chair Gourley to provide information on the specifics of deferred tax liability to the Committee.	<i>M. Anderson, Chief Executive Destination Westland Ltd gave an explanation to the Committee on deferred tax liability.</i> <i>This item is now complete.</i>	C. Gourley

05.06.25 – CCO OVERSIGHT COMMITTEE – ACTION LIST

5.	27.03.25		Destination Westland Ltd: Land and Building Fixed Assets and Assets Under Construction Information	Chair Gourley to provide a breakdown of the 14 million Land and Building Fixed Assets along with clarification of \$105,000 of Assets Under Construction to the Committee.	<i>C. Gourley clarified that the figure of \$105,000 applies to the feasibility study undertaken for the Hokitika Airport Upgrade.</i>	C. Gourley
6.	27.03.25		New Chair for Destination Westland Ltd.	Update on the appointment of a new Chair for Destination Westland	<i>This item will be discussed in a Publicly Excluded Council meeting on 5 June 2025.</i>	S. Reindler
7.	27.03.25		Aeronautical Fees	Update on negotiation of aeronautical fees review.	<i>M. Anderson, Chief Executive Destination Westland Ltd advised they are currently in consultation with the Regular Passenger Transport Provider (RPTP), the terms of which are confidential. The timeline for consultation to be settled is 30 June 2025 with a change in landing fees from 1 July 2025.</i>	M. Anderson

05.06.25 – CCO OVERSIGHT COMMITTEE – ACTION LIST

					<i>The review is not an annual process. It happens every 5 years or when there is a major capital infrastructure investment. Through this consultation, Destination Westland Ltd hope that a more frequent review is conducted with a process in place for an incremental uplift going forward.</i>	
8.	27.03.25		Destination Westland Ltd: Letter of Expectation	The Draft Letter of Expectation be presented to Council.	Completed.	S. Reindler
9.	27.03.25		Committee Workplan	Update on Workplan to be provided to the Committee.	<i>Due to the Local Body Elections set for late in 2025, it is unlikely a further CCO Oversight Committee meeting will be held this year.</i>	S. Reindler

COUNCIL CONTROLLED ORGANISATION OVERSIGHT COMMITTEE WORK PLAN

ITEM	DESCRIPTION	DATE	OFFICER	RECEIVED
Letter of Expectation	A letter of expectation, written by the Committee Chair and CE with Council approval, will be sent to the CCOs.	28.03.25		
CCOs 6 monthly Financial Reports	CCO 6 monthly Financial Reports due to Council. (WR received 27.02.25 DWL received 14.02.25)	28.02.25		Yes
Draft SOI	Draft Statement of Intent from Destination Westland Ltd and Westroads Ltd, due to the Committee. (WR received 27.02.25 DWL received 14.02.25)	10.03.25		Yes
CCOs 6 monthly Financial Reports	CCOs to present 6 monthly Financial Reports to CCO Committee.	27.03.25		Yes
CCOs 6 monthly Financial Reports	Committee to present CCO 6 monthly Financial Reports to Council.	27.03.25		Yes
Provide comment on Draft SOI	Committee to provide comments to the CCOs on their respective draft Statement of Intent.	01.04.25 to 30.06.25		
Reports from CCOs	Quarterly reports due from the CCOs to the Committee for the upcoming Committee Meeting (05.06.25).	30.05.25		
Final SOI	Final Statement of Intent due from Destination Westland Ltd and Westroads Ltd.	01.07.25		
Reports from CCOs	Quarterly reports due from the CCOs to the Committee for the upcoming Committee Meeting (08.12.25).	28.11.25		
CCOs End of Year Reports	End of Year reports, signed off with audit opinion included, due to Council from the CCOs 30 September 2025. Present to Council 27.11.25.	30.09.25		