



Lakes Environmental Limited

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Candidate Briefing Information

Appointment of Director

"This information is a reflection of the essential elements of the position and company history and is not intended as a formal position description. It will be subject to further elaboration or clarification at a later stage in the selection."

Lakes Environmental Ltd.

Company Overview

Lakes Environmental Limited was formed in March 2007 by the Queenstown Lakes District Council (QLDC) to deliver resource management, building and regulatory services¹ within the Queenstown Lakes District. The Company purchased Council's existing regulatory services contractor for \$3,173,033 funded by way of bank debt which is being repaid over 10 years. Lakes Environmental Limited is a limited liability company incorporated under the Companies Act 1993. It is a Council Controlled Organisation as defined in Section 6 of the Local Government Act 2002 and is wholly owned by the Queenstown Lakes District Council.

Annual revenues approximate \$8 million, and the company employs 75 staff (64 FTE's). The company provides a sound model for achieving excellence in the provision of regulatory services, together with the ability to generate additional revenue and rigorously control costs.

The Board of Directors (and the Chairperson) is appointed by the shareholder to direct strategy and policy and has responsibility for company governance and the achievement of financial and non-financial objectives. Applicants should be aware that this ownership structure creates an additional layer of public accountability and responsibility for the board.

Directors are chosen from the business community and bring to the organisation skills such as governance expertise, strategic development, financial literacy, risk management, asset management, marketing, networking linkages and community relations, and information technology.

Lakes Environmental Mission

To contribute to the environmental, economic, social and cultural well being of the communities of the Queenstown Lakes District through delivery of customer focussed, efficient and cost effective regulatory services.

Lakes Environmental Vision

To be respected by our customers and recognised by the communities in which we operate as a leader in regulatory service delivery through:

- Innovation,
- Accountability, and

¹ This includes, amongst others, environmental health services, food and liquor licensing, animal control, administration and enforcement of Council by-laws, and car parking enforcement. The Company also has a contract with the Department of Labour to provide services under the Hazardous Substances and New Organisms legislation and also provides some services to neighbouring territorial authorities.

- Continuous improvement.

Lakes Environmental Objectives

The Company's principal objective, as set out in Section 59 of the Local Government Act 2002, is to:

- Achieve the objectives of the Council, both commercial and non-commercial, as specified in the Statement of Intent; and
- Be a good employer²; and
- Exhibit a sense of social and environmental responsibility by having regard to the interests of the communities in which it operates and by endeavouring to accommodate or encourage these when able to do so.

In addition to the statutory objective listed above, the Company has the following specific objectives:

- To achieve or exceed the performance targets specified in the contract for services between the Company and the Queenstown Lakes District Council;
- To educate and inform the community on the matters within the Company's scope of service;
- To provide excellent customer service to all its customers;
- To adopt a culture of continuous improvement in the delivery of all of its statutory responsibilities in respect to quality, timeliness, consistency and cost;
- To recover its reasonable costs, with such costs including the direct and indirect costs of operation, development of systems and processes, staff training and development, education and awareness for consent applicants and the wider industry, depreciation of fixed assets and servicing and reducing debt;
- To observe and promote the spirit and intent of the District Plan as it relates to resource consent matters, and ensure the relevant laws and standards applying to other functions are observed; and
- To contribute to the achievement of Council's strategic objectives as outlined in the shareholder letter of expectation 2012-13.

Executive Summary of Current Plans

Lakes Environmental has identified four strategic key result areas which are critical if the organisation is to deliver on its mission and achieve its vision.

- People
- Business Process and Technology
- Stakeholder Relationships
- Financial Performance

Our Key Result Area Goal Statements are as follows. Achieving these will contribute to the delivery of efficient and cost effective regulatory services and

² As that term is defined in clause 36 of the 7th Schedule of the Local Government Act 2002.

will contribute to our vision of being recognised by the communities in which we operate as a leader in regulatory service delivery.

1. People

Lakes Environmental's core business is the processing of resource and building consents and the subsequent inspection and monitoring of those consents. In order to transact business in a professional, effective and timely manner Lakes Environmental must have the appropriate number of staff and these staff must have the appropriate mix of qualifications, skills and experience to undertake the work and deliver the required volume and quality of outputs.

2. Business Process and Technology

Improving business processes and utilising appropriate technology will improve efficiency and cost effectiveness. Innovative use of technology to manage information will simplify transactions and improve efficiency.

3. Stakeholder Relationships

Ongoing support from our stakeholders is key to achieving our strategic goals. Positive stakeholder relationships are predicated on effective two way communication involving all stakeholders.

4. Financial Performance

Lakes Environmental works on a "not for profit, not for loss" financial basis but must generate sufficient monies to pay back debt and invest in business assets and technology to drive process improvement.

Lakes Environmental is introducing a range of initiatives in each of these key result areas to support the strategy that has been formulated. These initiatives are designed to deliver our vision, enabling us to deliver on the community's expectations of Lakes Environmental – i.e. to provide leadership in the delivery of regulatory services which are customer focussed, efficient and cost effective.

Board Structure

The current Board comprises:

- **Anne Urlwin B Com, CA, ACIS, AFNZIM, FInstD (NZ)
Chairman**

Anne Urlwin is a Wanaka-based company director, chartered accountant and consultant. She is currently chairman of Naylor Love Enterprises Limited and a director of Meridian Energy Limited and New Zealand Cricket.

Anne's recent governance activities include chairmanship of the New Zealand Blood Service and of internet IT infrastructure company New Zealand Domain Name Registry Limited, as well as deputy chairmanship of Crown companies in the science and aviation sectors. She has also served as a board member of Crown companies, local authority companies and other public sector and not-for-profit organisations in the public transport, forestry, tertiary education and health arenas.

- **Alan Bickers JP, BE, G Dip BS, CPEng, Dist FIPENZ, FAMINZ, FInstD (NZ), FNZIM
Director**

Alan Bickers has some 20 years' experience as a director of small/medium companies and crown enterprises associated with civil engineering, consulting services, building control, education, transportation, infrastructure, health services, housing construction, technical publications, property development, regulatory services, electricity generation and distribution, vehicle testing, horticulture and water/wastewater infrastructure.

He is the Chairman of both the Building Practitioners' Board and Plumbers, Gasfitters and Drainlayers' Board and is an accredited resource consent commissioner.

- **Dr. W.A.N. (Nick) Brown Ph.D, M.Agr.Sc, B.Agr.Sc
Director**

Nick Brown is a Wanaka based resource economist. He was a partner in the economic consulting firm of Brown, Copeland and Co Ltd from 1983-2002, and retains an active involvement in resource economics issues. Recently, he was appointed by the Government as a member of the Waitaki Water Allocation Board. He has 15 years of governance experience, including serving as Pro-Chancellor of Lincoln University. He is currently a Director of a number of investment companies, a mentor for certain local businesses, and Chairman of the Southern Lakes Arts Festival Trust (the Festival of Colour).

- **Tony Hill MInstD (NZ)
Director**

Tony Hill, a resident for over 30 years, is a Queenstown businessman with wide experience in tourism and hospitality management, and the past 10 years in Governance through directorships of Lakes Environmental Ltd., Wakatipu PHO (Primary Health Organisation), Queenstown Resort College and other smaller

entities. Tony has a strong understanding and appreciation of the diverse nature of our community and its expectations in terms of the provision of regulatory services. Tony is an Executive Trustee of both the Halberg Trust and the Lakes District Air Rescue Trust and for many years has been involved in the establishment of a Standard and protocols with ACC for Air Ambulance/Air Rescue services in NZ.

The Board employs Hamish Dobbie as Chief Executive to operate the business. He leads the team that provides all resource management, building, regulatory and corporate services.

Board Vacancies

Due to the imminent retirement of some of the current directors, the shareholders are seeking to appoint at least two directors with effect from April 2012.

General Criteria for Selection of Directors

Applicants should have proven capability to govern and to lead a board within a political context.

General competencies expected of directors include:

- A real understanding of the business of Lakes Environmental and of the sector and the impact of key emerging shifts;
- Sound judgement, decision-making and the ability to recognise business opportunities and objectively evaluate business proposals within the context of a CCO;
- A strategic perspective – the ability to understand the potential impact of local/regional/national/global developments, trends, and change on Lakes Environmental and its future development;
- A solid understanding of the legal aspects of governance and best practice in the context of a commercial entity that is also a CCO. This includes understanding the role of shareholders and shareholders' rights and public accountability;
- Well developed networks with the company's major stakeholders;
- An ability to contribute to broader strategic issues, to support innovation, creativity and entrepreneurship with a willingness to take risks within a sound framework of internal assurance and risk management;
- A track record of experience and achievement in a range of organisations and industries;
- An understanding of competencies required for excellence in leadership and management. Some track record of practical management experience at a senior level and achievement in a range of organisation sizes, an understanding of modern organisational leadership and management;
- A clear understanding of the governance and leadership role of the board and of governance versus management;
- Financial literacy, particularly within the IFRS framework and the CCO model;

- A cultural awareness – an understanding and appreciation of different cultural needs;
- An awareness and understanding of the needs of the community/wider society, social responsibility and public accountability;
- A willingness to keep up-to-date, maintain a good understanding of the business and activities of the organisation and continually develop one's own knowledge and skills; and
- Be competent and practiced in the use of the internet and email.

When LE was formed in 2007, the immediate focus was on lifting performance in terms of the timeliness of consent processing, and the quality and consistency attached to those consents. Good progress has been made in those areas over the past four years. Going forward, the LE board will find itself increasingly involved in dealing with:

- Improving relationships with its stakeholder communities (including the Council);
- Managing strategic risks within the CCO operating model;
- Retaining the institutional memory and capability attached to key staff during times of contracting consent volumes;
- Keeping abreast of, and managing for, proposed statutory changes in both the resource management and building regulatory environments;
- Meeting expectations around adequate provision of customer service while accepting the financial constraints which currently operate;
- Being bench-marked nationally as an efficient and cost-effective service provider; and
- Introducing technical innovations to deliver on-line capability for consent lodgement and tracking which is endorsed by end-users.

General Information

Currently the Board generally meets once every month with meetings scheduled over two days (bi-monthly) and half a day (alternate months, sometimes by teleconference).

Directors are generally appointed for a four year term and may, subject to performance be appointed for one further term of four years.

Further information on Lakes Environmental, its annual reports and Statements of Intent are available from its website ([Corporate - Lakes Environmental](#)) or the QLDC website ([Queenstown Lakes District Council - Home](#)).