



# Nothing less than equal

New Zealand Community Boards'

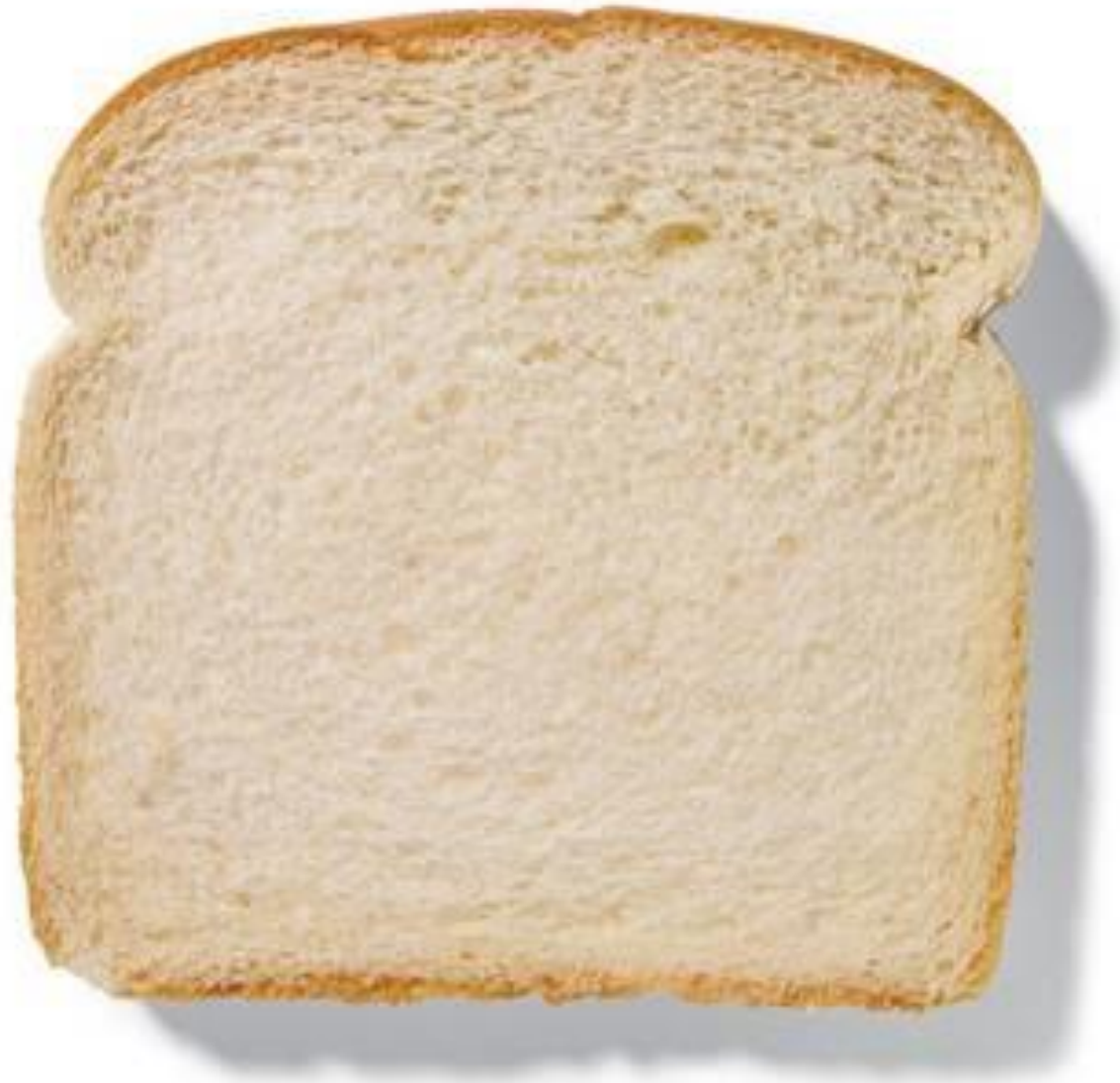
Conference May 2017



David Hammond  
Director of Hammond Robertson Ltd  
M. +64 27 444 6368  
[www.hammondrobertson.co.nz](http://www.hammondrobertson.co.nz)



29





**It's either cut or  
it's uncut!**





# Mapping a new agenda for NZ Boards:

It is my view that to be effective community leadership, future Boards must:

1. Define their **primary role** as leading local place-shaping of communities (the development of community and its facilities and amenities)
2. Become **equal partners (with different roles)** with their elected Council
3. **Clarify roles and give mutual respect**; Boards lead local and District/City elected members lead the District/City scale issues. Both allow each other to lead
4. Develop a relationship with their council underpinned by **a Conversations of Equals**, formalised in a Board Charter at the end of that conversation
5. **Deliver benefits** locally in growing community resilience, cost-efficiencies and higher satisfaction with communities that their Boards reflect them



**“We don’t know how lucky we are”**

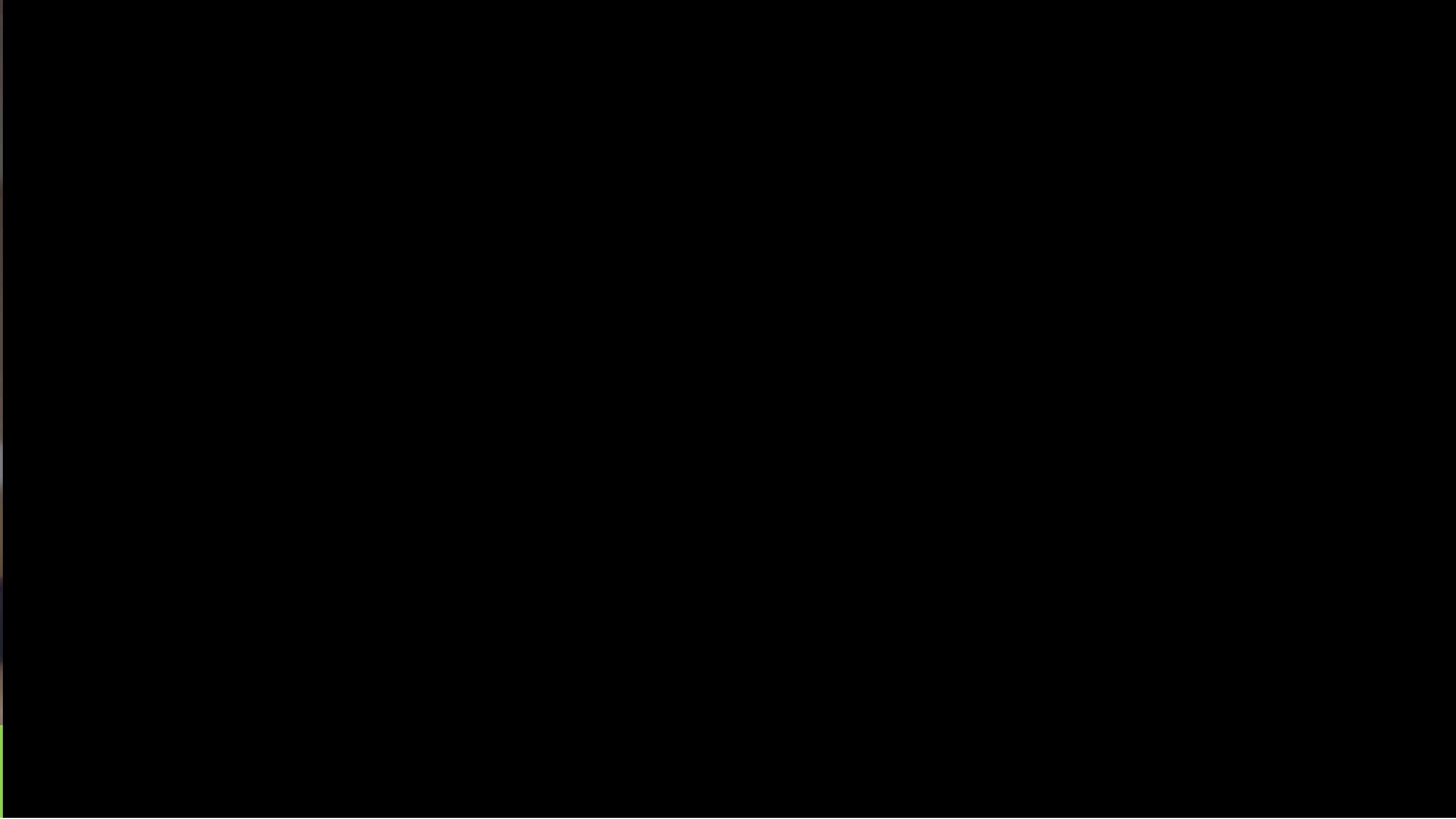


**Limits of:**

- **Reference Groups**
- **Advisory Boards**



**Waratah**





# Learning the skill of place-shaping and community development







# Building strong & prosperous communities

**Weakest**

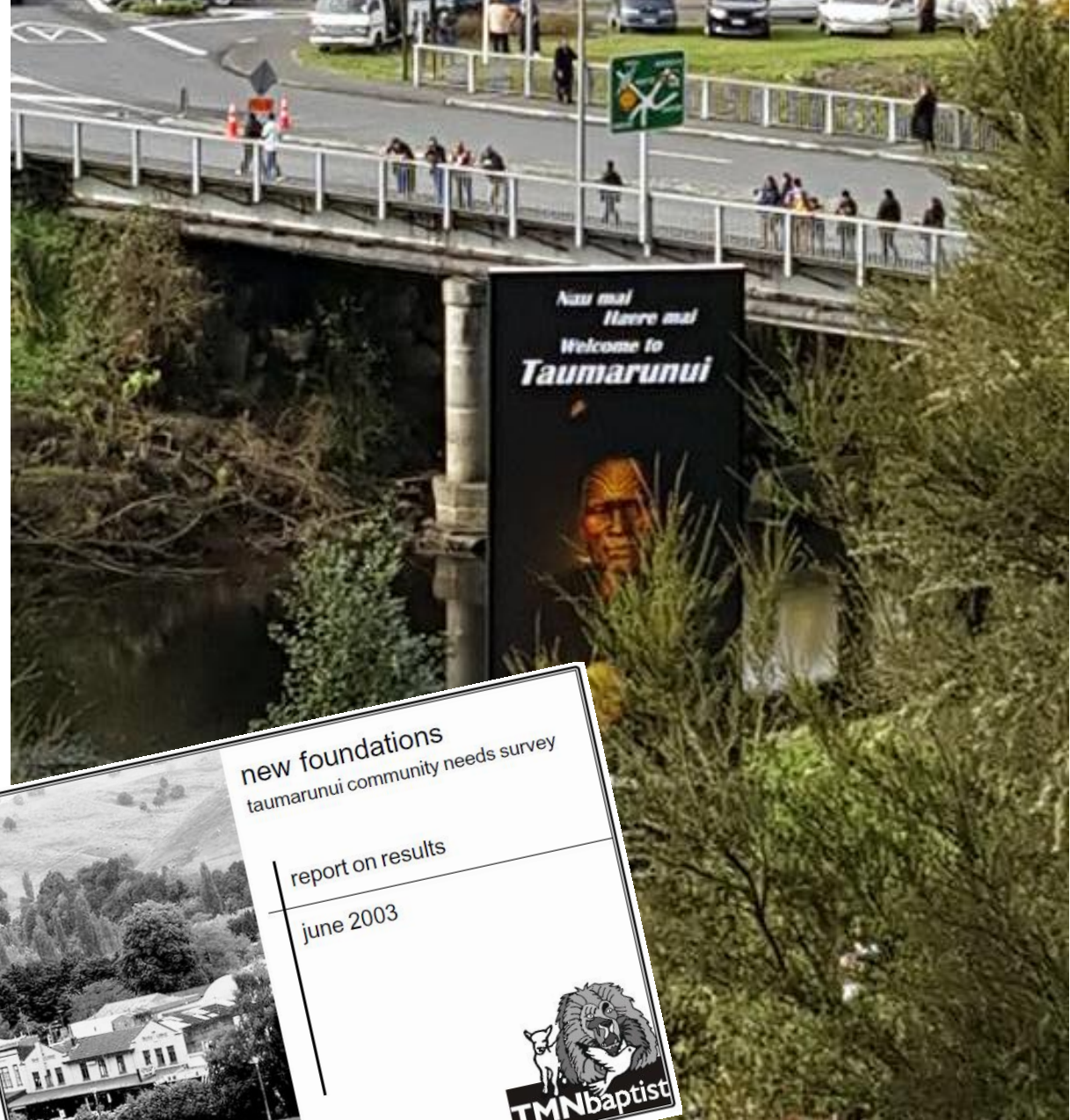
<b>Do <u>to</u> Community</b>	<b>Do <u>for</u> community</b>
Do <u>with</u> Community	<u>Of / By</u> community

**Strongest**



# Taumarunui example:

Do <u>to</u> Community	Do <u>for</u> community
Do <u>with</u> Community	<u>Of / By</u> community



"If Taumarunui wishes to expand, it should look to its natural strengths rather than invent new ones or hanker after past glories." (Taumarunui resident)



**Thames  
example:  
Labelling**





# Thames Urban Design Strategy:

## Who leads Community Planning & Development?

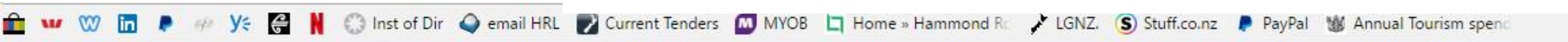
Do <u>to</u> Community	Do <u>for</u> community
Do <u>with</u> Community	<u>Of / By</u> community

Red hand-drawn circles and arrows highlight the 'Do for community' and 'Of / By community' cells, with an arrow pointing from the top-right cell to the bottom-right cell.





# TCDC Case Study found here:



[Home](#)

[Services](#)

[Resource Centre](#)

[Freedom Camping](#)

[Contact Us](#)

[NZ C.B. Conf. 2017](#)

WELCOME TO

## Hammond Robertson Limited

Projects | Advisory | Management Support

Hammond Robertson is a specialist consultancy with its Director, David Hammond, assisting local and central government with the management of complex projects and issues that need a high level of management and governance acumen, specialist advice in organisational change management, and confidential services to Chief Executive and senior management teams.



# Coromandel Case Study: Community feedback 2016

## Satisfaction in:

- Council **decision-making** improved 15% since the 2012 change and is now 10% higher than the national average
- **Council decisions** themselves increased by 20%
- **Rates spend** improved 17% (up to 83%)
- **Confidence** in their council increased by 18%
- Parks increased to 96% (under the Boards)
- Libraries increased to 99% (under the Boards)



# Coromandel Case Study:

## Financial results

- Council **reduced rates** in two successive years (-6%)
- Commercial and rural rates won't return back up to higher 2010 levels for over 15 years
- After restructuring council had the **lowest operating cost** per property of any local authority in the region
- **\$43M was removed** from ten-year capital budgets without degrading assets or reducing levels of service
- **Staff engagement** post-restructure rose to higher levels than before restructure
- Community and council disciplines over approving capital and setting priorities vastly improved



# Conversation of Equals





# Board Charter:

**Value is NOT in the Charter but in the “Conversation of Equals” to build the Charter**

Section	Description
Part 1: District / City	Vision, strategy, purpose and values
Part 2: Community or Local Board Governance	Purpose, Objectives Values and norms Meetings and protocol Decision-making Accountability Communications Conflict resolution
Part 3: Board Roles	Role of the Chair, Role of Board Board mix and skills Appointments to other entities Relationship to staff
Part 3: Management – Board Relationship	Role, reporting, consultation of staff Performance management & KPIs Accountability of staff & projects Management limitations



# Nothing less than equal

What is Local and Community Board Equality?

- a. Equality is Community and Local Boards ‘stepping up to the plate’ in local leadership in a way that builds places and communities
- b. Equality is rebalancing the governance arrangements in New Zealand where local leads local, and District / City leads District or City
- c. Equality is a conversation between equals not a demand or from a spirit of ‘entitlement’ or a beat-up behind the bike shed
- d. Equality is respect for the primacy of each others’ roles
- e. Equality must deliver for local communities and families to fulfil their needs for growth and prosperity not our needs



“When you are talking about localism in NZ you are running against a deep-seated ideology, and it is one of the reasons why localism has not made a lot of traction. The good news is: Statism has peaked.”

(Rt Hon Bill English, in Hartwich 2013)



# Nothing short of equal

## New Zealand Community Boards'

### Conference May 2017



**Community Planning | Community Governance Structures |  
New Models of Council Citizen Engagement**

David Hammond  
Director of Hammond Robertson Ltd  
M. +64 27 444 6368  
[www.hammondrobertson.co.nz](http://www.hammondrobertson.co.nz)

