

New Zealand Community Boards Conference

Thames Coromandel District Council

Community Governance Project



Community Governance Project Background

- **Why are we doing this?**
 - Council's Vision and Mission
 - Stated objectives – empowering community boards
 - Increase governance authority for Boards
- National and international directions
- Governance that recognises local needs
- Streamlining decision making
- Considering essential and discretionary activities

Cost and value for money

Community Governance/Empowerment?

- *Moving governance decision-making closer to those being governed.*
- *Co-governance – sharing governance powers.*
- *Recognising diverse communities and their needs.*

New Zealand Directions

- Range of approaches to governance and the role played by community boards/local boards.
- Southland District Council
- Auckland
- Nelson/Tasman
- Queenstown Lakes



Local Government Reform!

Overview of Auckland Council Model



Auckland Council Model

- **Governing body and 21 local boards**
- **Local boards have responsibility for budgets totaling \$488m**
- **Local board roles**
 - *Lead*
 - *Advocate*
 - *Fund*
 - *Facilitate*
- **Local Board Plans**

Shared decision-making responsibilities

Community Governance - TCDC

- Focus on empowering community boards to work in partnership with Council and the community
- Giving Community Boards real authority
- Enable partnering with and building capacity in the community
- Provision of adequate resources for community boards
- Refocusing the organisation to deliver

A Model for the Thames Coromandel District

- **Various options – centralised and decentralised governance**
- **Local Government Act – how could we use this to support new directions?**
- **Supporting the governance model**
 - **Activity management changes**
 - **Organisational restructuring**
 - Utilising and developing the Area Team concept
- **New tools - Community Board Plans**

Supporting Community Boards

- Organisational restructure March to July 2012
- Area based staff teams (Whitianga, Whangamata, Coromandel, Thames Offices)
- More activities locally managed
- Great role for Chairs
- Improved reporting to support monitoring role
 - Performance Reporting Project

Staff Supporting Community Boards

- **Area Managers elevated to second tier**
 - Increased responsibilities
 - Increased staff resources
 - Increased decision making authority
 - Leadership team

Community Development Officers

New Board Delegations - August 2012

- Records Council's commitment to a partnership approach
- Gives authority to make all local activity governance decisions (that do not impact beyond community board area)
- Retaining district wide contracts
- Still Wwork within adopted policies

New Board Delegations - August 2012

- **Some examples:**
 - Discretionary fund introduced
 - Decide all leases, licenses and concessions for Council land
 - Develop all local activity levels of service
 - Develop and approve local activity policies/plans
 - Reserves Act 1977 delegations
 - Approve all local activity project definitions
 - Develop bylaw Level of Service and enforcement
- **Decision review process**

Council and Community Board Responsibilities

Council Governance	Community Board Governance
Wastewater	Parks and Reserves
Water supply	Harbor Facilities
Solid Waste	Halls
Storm water	Libraries
District Transportation	Airfields
District Economic Development	Swimming Pools
Bylaws	Public Conveniences
Land Use Planning/Management	Cemeteries
Strategic Planning	Local Transportation
Emergency/Hazard Management	Local Strategic Planning
	Community Grants
	Local Economic Development
	Local Bylaw Levels of Service

Community Board Plans (CBPs)

- Focused on what is to be done in the board areas, when and at what cost.
- All projects/funding relating to activities managed by Boards for Council inclusion into TYP and Annual Plan
- Board recommendations on district activities
- Guides both boards and council on priorities and associated expenditure
- Council agreed that it will generally accept CBPs within reasonable affordability.

Community Board Plans (CBPs)

- Council's budgeting process changed
- Community boards now the first discussion
- Structured approach implemented using CBPs as link to Ten Year Plan and Annual Plans
- Currently trialing these in the 2013/14 Annual Plan

Governance and Funding Policy Changes

- **Aligning governance and funding of activities.**
- **Community board activities funded by board area.**
- **District activities funded across all ratepayers.**
- **Council proposed and made first funding policy changes in the 2012/22 Ten Year Plan.**

Council partnering

‘Giving a hand up not a hand out’

- **Smart partnerships**
 - Defining expectations
 - Building self sufficiency
- **Community boards to build relationships and reflect local needs.**
- **Staff to support that function - CDOs**

Community Operation of Facilities

- Logical extension to community governance
- Ability to realise cost savings while harnessing community energy

1. Community libraries
2. Mercury Bay Sports Facility

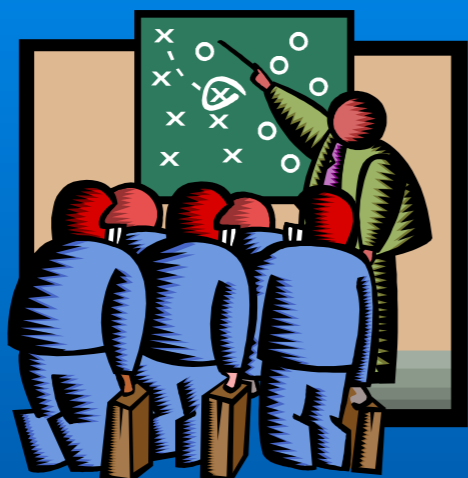
Aim to promote and support community operation where appropriate - not impose it

Financial Implications

- **New governance model doesn't have significant cost implications**
- **Built on what we already had (e.g. existing community board structures)**
- **Restructure**
- **Stronger focus on community making funding contributions**

Some Areas to Watch

- Elected members being operational managers?



Versus



- Boards taking total control of the cheque book?
 - Council always has accountability
 - Boards govern
 - Staff deliver

Some Areas to Watch

- Clear understandings of various roles
- Maintaining adequate consistency
- Challenges to overcome and mistakes will occur – learn and improve from them
- Iwi governance – this model hasn't resolved this
 - Treaty settlement process underway



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