

## Community Leadership

### What Is Community Leadership and Why Do We Deliver It?

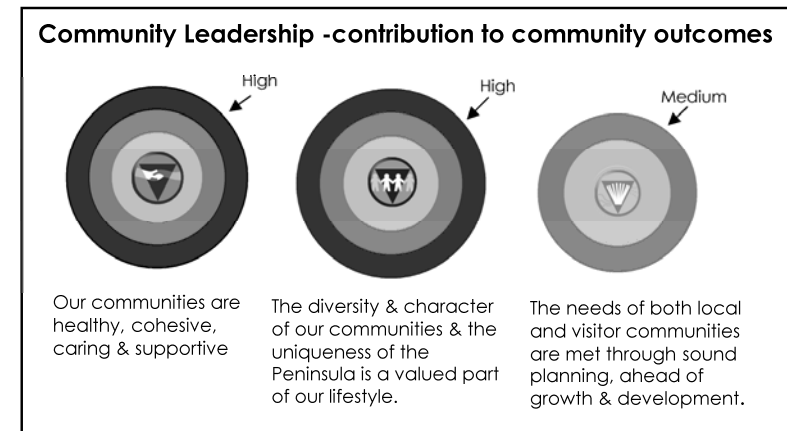
Through this group of activities, the elected Council and Community Boards help the Peninsula's communities contribute to Council plans and processes and then make decisions on the communities' behalf. These decisions help ensure that the Council is contributing towards improving the social, cultural, economic and environmental wellbeing of the District's communities.

The Council sees itself as having a proactive role in providing leadership to the community through the development of the District and community. This approach is seen as being consistent with the purpose of local government as defined in section 10 of the Local Government Act.

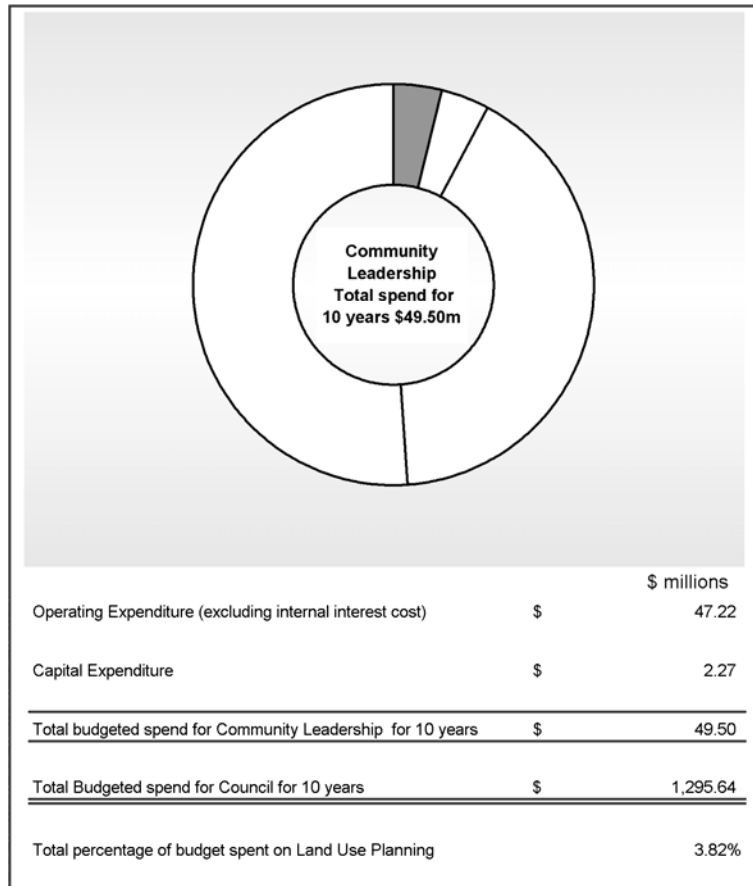
### This Group Involves the Following Activities:

- **District Leadership**  
To govern the overall direction of the Council on behalf of the District's communities.
- **Local Advocacy**  
Ensures that the Council appreciates and understands local views.

### Contribution to Community Outcomes



What It Will Cost



How We'll Know If We've Made Progress

We will assess if we've made progress in Community Leadership and contributing to our community outcomes by measuring:

- Satisfaction with the way the Council involves the public in the decisions it makes (NRB Public Perceptions Survey).
- Level of confidence that the Council makes decisions that are in the best interests of the District (Community Outcomes Perception Survey).
- Percentage of Thames-Coromandel residents and non-resident ratepayers who feel they know how to contact a Councillor and would do so if the situation arose where they wanted to put a viewpoint, problem or issue to a Councillor (NRB Public Perceptions Survey).

These three measures are a reflection that the community is aware of how to communicate with the Council and feel that they know how they can contribute to the decision-making process. This is an indication of leadership quality demonstrated by the Council.

## District Leadership

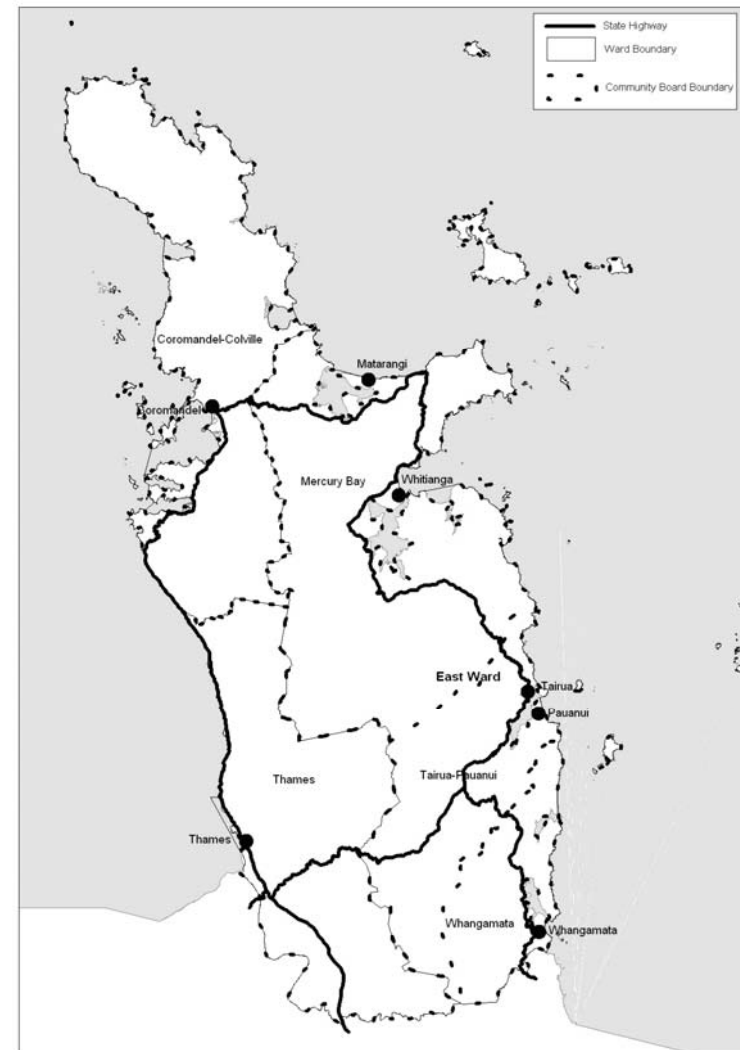
*Our Aim:*

**To govern the overall direction of the Council on behalf of the District's communities.**

The purpose of the Council is to 'enable democratic local decision-making and action by, and on behalf of local communities' in an open and transparent manner and to promote the wellbeing of communities.

The Thames-Coromandel District Mayor and Councillors achieve this by fulfilling a governance role, which involves representing the community, setting direction, and monitoring and reviewing Council performance. It also involves keeping people informed of decisions made.

Electoral processes provide for the triennial local authority elections, polls and referenda, representation reviews and the determination of the terms of reference and delegations for community boards, committees, council organisations, other decision-making bodies and the appointment of the Chief Executive.



**Why We Provide It**

The Local Government Act 2002 requires that elected members show a level of leadership so their communities can be successful and meet and survive challenges as they arise. Local councils are in a position to provide leadership, on behalf of the District, on matters that are both within its role and those outside its core functions. There are a number of regional and national directives that impact on our communities, and it is through District Leadership that our communities can be kept informed and represented.

The Local Electoral Act 2001 provides for the electoral processes, which enable our communities to select the leaders they would like to represent them and their interests throughout the democratic decision-making process.

**Strategic Considerations**

In consulting with the community, the Council makes decisions in the interests of the whole community including future generations. To do this, the Council wants input from residents and ratepayers; the challenge is how to consult with all people in the most effective and efficient manner. This requires effective decision making and coordination, trained staff and appropriate facilities, systems and processes.

**What You Can Expect - The Services We Will Deliver**

- An avenue is provided through which the community can have its views heard.
- Direction is set to determine what activities the Council should engage in.
- The Council will keep and maintain accurate property records.

This activity also includes a one-off work stream including the scanning of all property files to electronic versions (Back Scanning Project), to meet the requirements of the Public Records Act 2005. This project will make the Council's records more secure and recoverable.

**Major Projects for the Next Ten Years**

Projects and Programmes	Timeframe
Back Scanning Project - Completing the scanning of all of the Council's property files into electronic versions (\$1,450,000)	2009/10 - 2011/12

**Measuring How Well We've Delivered the Service**

Our Service: **An avenue is provided through which the community can have its views heard**

How it contributes to our community outcomes	How we measure our performance	Performance Targets (for the financial year)				
		Baseline 2008/09	2009/10	2010/11	2011/12	2012/13-2018/19
An active supportive community is achieved through the Council providing opportunities for residents and ratepayers to contribute to decision-making processes by providing their community views.	Percentage of residents and non-resident ratepayers feel they can contact a Council member to raise an issue or problem.	New	82%	83%	84%	85%
	Percentage of residents and non-resident ratepayers feel that the Mayor and Councillors give a fair hearing to their views (the target is the peer group average).	28%	28%	29%	30%	31%

Our Service: **Direction is set to determine what activities the Council should engage in**

How it contributes to our community outcomes	How we measure our performance	Performance Targets (for the financial year)				
		Baseline 2008/09	2009/10	2010/11	2011/12	2012/13-2018/19
Strong community leadership is achieved through setting direction to provide clear guidelines for achievement of community outcomes.	Percentage of residents and non-resident ratepayers are satisfied with the Council's decisions and actions (the target is the peer group average).	New	39 %	40%	41%	42%
	Percentage of residents and non-resident ratepayers are satisfied with how the Council allocates funds / rates to be spent on the services and facilities provided (the target is the peer group average).	70%	70%	71%	72%	73%

Our Service: **The Council will keep and maintain accurate property records**

How it contributes to our community outcomes	How we measure our performance	Performance Targets (for the financial year)				
		Baseline 2008/09	2009/10	2010/11	2011/12	2012/13- 2018/19
This service contributes indirectly to all community outcomes as it enables the Council to work more efficiently.	Percentage of property records stored electronically in accordance with the Public Records Act 2005.	New	25%	60%	100%	100%

### Significant Potential Negative Effects

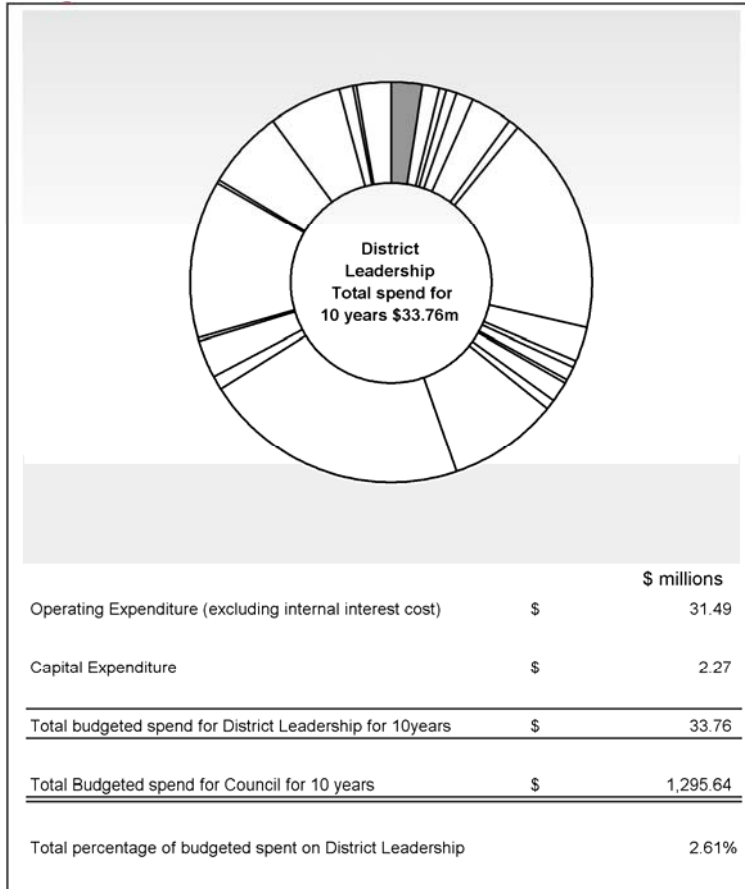
A potential negative effect of any representative system or process is that some portion of the relevant population is not represented adequately. The extent to which this is significant depends on the proportion of people affected. This is mitigated through community engagement strategies.

### Council Assets and How They Will Be Managed

The assets associated with this activity are the service centre buildings where the Council decision-making processes take place and administrative office facilities. The management of assets is done through ensuring processes and contracts are in place to keep the buildings and other assets in a suitable condition. Renewal and replacement of assets is programmed to meet business needs.

As customer demands increase, there is added pressure on staff numbers, which may require some readjustment to the existing buildings and associated facilities. This may require additional new or leased land and buildings.

**Financial Implications**



**How is it Funded?**

**Operating Expenditure**

Uniform Annual General Charge (UAGC) Fully Funded

**Capital Expenditure**

- Uniform Annual General Charge
- Borrowing
- Asset Sales
- Development Contributions
- Depreciation

**Why is it Funded This Way?**

The Mayor and Councillors are elected representatives whose role it is to provide leadership and make decisions affecting the whole District on behalf of all residents and ratepayers. As such, the Council considers that this activity should be funded either by the UAGC as the benefit is considered to be uniform across all ratepayer groups.

## Local Advocacy

*Our Aim:*

***Ensure that the Council appreciates and understands local views.***

The Local Advocacy activity provides an opportunity for local communities to share their views and preferences with the Council. This is through providing for five geographical communities to be represented through community boards.

It is important to the Council that local views and interests are known and considered. Community boards are one mechanism for achieving this. The Council sets the roles and responsibilities of these boards. The boards encompass the wider Thames, Coromandel/Colville, Mercury Bay, Tairua/Pauanui and Whangamata areas.

Community boards formally carry out their role through board meetings, workshops and subcommittees. Elections for community board membership are held every three years and are carried out under the District Leadership activity.

### Why We Provide It

The Local Advocacy activity is about ensuring the public are involved in the decision-making process of the Council and community boards are a major mechanism to help achieve this. The desired outcome of this process is to implement a One Peninsula concept (see earlier in this document) with the Council working with communities via the community boards to guide the development of the District.

Some communities may feel that only 'local' people understand their views and community boards allow the more locally represented and relevant debate.

### Strategic Considerations

Community boards are one forum for the public to feed into the decision-making process.

Community engagement is a challenge for the Council as voter turn outs indicate that not everyone is interested in local government, what the Council does or the role of the community boards. The Council would like to see greater community involvement. The Council is concerned that not all communities are aware of who their local board members are and their roles. The Council has recognised this, as an area for improvement.

The need for community boards to act as advocates for local communities is likely to continue and, in fact increase, in the future for a number of reasons, including:

- The Local Government Act 2002 and other legislation has placed increased emphasis and requirements upon the Council to consult with its community(ies).
- People and communities have increased expectations about being involved in decision-making processes that affect them.
- Community boards are an important link in maintaining relationships between the Council and smaller community group's e.g. for local planning exercises.

**What You Can Expect - The Services We'll Deliver**

- Community boards offer local representation.
- Community boards make decisions that consider local issues.
- Opportunities are available to raise issues and understand what will happen as a result.

**Major Projects for the Next 10 Years**

<b>Projects and Programmes</b>	<b>Timeframe</b>
Community boards will assign portfolios to members.	On-going
Community boards will submit an annual work programme to Council for endorsement.	On-going
Develop an appropriate code of conduct for community boards.	Adopted every three years
Regular feedback is provided to the Board and community on progress with actions contained in community plans.	Every six months
Develop a process to ensure community board members are available to the community.	2009/10 - 2010/11

**Measuring How Well We've Delivered the Service**

Our Service: **Community boards offer local representation**

How it contributes to our community outcomes	How we measure our performance	Performance Targets (for the financial year)				
		Baseline 2008/09	2009/10	2010/11	2011/12	2012/13-2018/19
Our communities have said that valuing their diversity is important. This service enables the local geographic communities to be represented.	Percentage of residents and non-resident ratepayers who know how to contact a community board member.	70%	71%	72%	73%	74%

Our Service: **Community boards make decisions that consider local issues**

How it contributes to our community outcomes	How we measure our performance	Performance Targets (for the financial year)				
		Baseline 2008/09	2009/10	2010/11	2011/12	2012/13-2018/19
Our communities have said that valuing their diversity is important. This service enables the local issues to be addressed.	Percentage of community board decision-making reports on local issues include community plan information	New	92%	94%	96%	98%

Our Service: **Opportunities are available to raise local issues and understand what will happen as a result**

How it contributes to our community outcomes	How we measure our performance	Performance Targets (for the financial year)				
		Baseline 2008/09	2009/10	2010/11	2011/12	2012/13- 2018/19
Providing opportunities enables communities to be active and involved in creating and achieving their vision for the future - in turn helping create healthy communities.	Residents and non-resident ratepayer satisfaction with the way the Council involves the public in the decision it makes.	50%	51%	52%	53%	54%

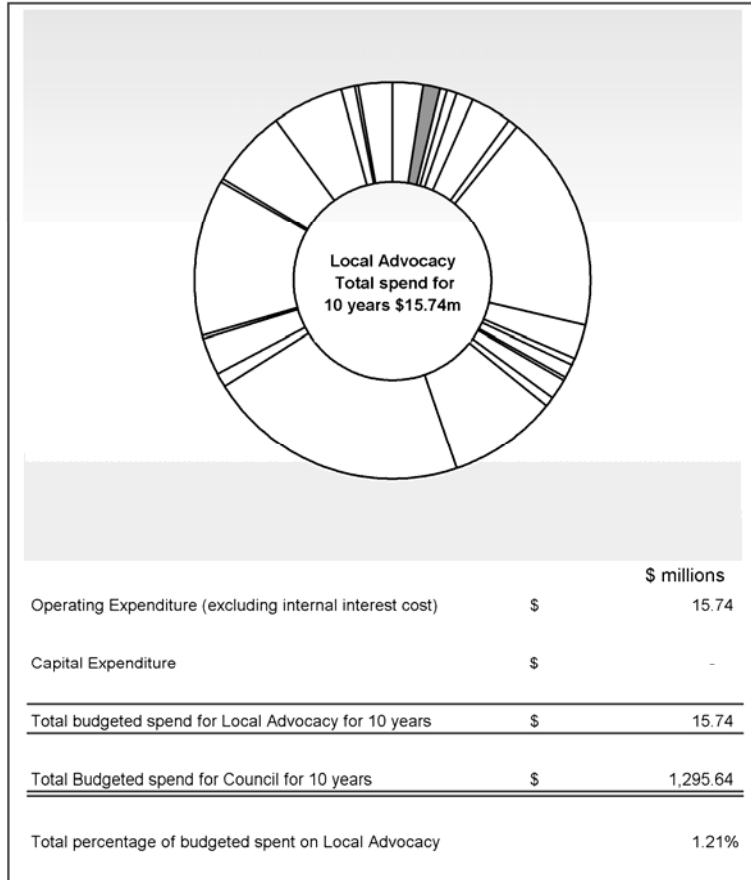
**Significant Potential Negative Effects**

A potential negative effect of any representative system or process is that some portion of the relevant population is not represented adequately. The extent to which this is significant depends on the proportion of people affected. This is mitigated through community engagement strategies.

**Council Assets and How They Will Be Managed**

There are no assets linked to this activity.

Financial Implications



How is it Funded?

Operational Expenditure

Uniform Annual General Charge (UAGC) Fully Funded

Why it is Funded This Way?

The benefits of this activity are generally considered to benefit the particular community that is represented by each community board. However, a District-wide funding mechanism that is currently in place levels the costs across the District which is considered to be important as free access to all is a key element of democratic systems. For this reason, the UAGC will fully fund this activity.

Financial Summary

**Estimated Revenue and Expenses Statement - Community Leadership**  
**A forecast for the ten years ending 30 June 2019**

	Forecast 2009/10 NZ\$000's	Forecast 2010/11 NZ\$000's	Forecast 2011/12 NZ\$000's	Forecast 2012/13 NZ\$000's	Forecast 2013/14 NZ\$000's	Forecast 2014/15 NZ\$000's	Forecast 2015/16 NZ\$000's	Forecast 2016/17 NZ\$000's	Forecast 2017/18 NZ\$000's	Forecast 2018/19 NZ\$000's
<b><u>OPERATING REVENUE</u></b>										
Activity Revenue	0	0	0	0	0	0	0	0	0	0
Contributions	11	17	34	61	78	86	102	123	169	226
Subsidies	0	0	0	0	0	0	0	0	0	0
General Funds	2,773	3,022	3,082	3,243	3,456	3,389	3,584	3,788	3,637	3,860
<b>Total Operating Revenue</b>	<b>2,784</b>	<b>3,040</b>	<b>3,116</b>	<b>3,304</b>	<b>3,534</b>	<b>3,475</b>	<b>3,686</b>	<b>3,910</b>	<b>3,806</b>	<b>4,086</b>
<b><u>OPERATING EXPENDITURE</u></b>										
District Leadership	3,147	3,209	3,183	2,889	3,136	3,011	3,089	3,339	3,195	3,289
Local Advocacy	1,394	1,407	1,468	1,517	1,566	1,606	1,633	1,675	1,722	1,748
<b>Total Operating Expenditure</b>	<b>4,541</b>	<b>4,616</b>	<b>4,651</b>	<b>4,406</b>	<b>4,702</b>	<b>4,617</b>	<b>4,723</b>	<b>5,014</b>	<b>4,917</b>	<b>5,036</b>
<b>Operating Surplus/(Deficit)</b>	<b>( 1,757 )</b>	<b>( 1,576 )</b>	<b>( 1,535 )</b>	<b>( 1,102 )</b>	<b>( 1,169 )</b>	<b>( 1,142 )</b>	<b>( 1,036 )</b>	<b>( 1,104 )</b>	<b>( 1,111 )</b>	<b>( 951 )</b>
<b><u>OPERATING SURPLUS/(DEFICIT) TRANSFERRED TO/(FROM)</u></b>										
Capital Funding	( 1,757 )	( 1,593 )	( 1,561 )	( 1,102 )	( 1,169 )	( 1,142 )	( 1,036 )	( 1,104 )	( 1,111 )	( 987 )
Development Contributions Reserves	0	17	27	0	0	0	0	0	0	36
Other Special Reserves	0	0	0	0	0	0	0	0	0	0
Retained Earnings Reserves	0	0	0	0	0	0	0	0	0	0
	<b>( 1,757 )</b>	<b>( 1,576 )</b>	<b>( 1,535 )</b>	<b>( 1,102 )</b>	<b>( 1,169 )</b>	<b>( 1,142 )</b>	<b>( 1,036 )</b>	<b>( 1,104 )</b>	<b>( 1,111 )</b>	<b>( 951 )</b>

Council operates a treasury function that recovers both external and internal interest from activities. The internal interest portion reduces the level of UAGC required from ratepayers. Because Community Leadership is funded largely by the UAGC (included in 'general funds') when the internal portion is reversed out, so that Council's financial statements comply with Generally Accepted Accounting Principles (GAAP), the activity shows deficit funding. Movements in internal interest are included in the Estimated Capital funding Requirement. This is not required to comply with GAAP.

The above Expenses and Revenue Statement has been prepared in accordance with GAAP and as such excludes internal interest and other internal transactions

The above Expenses and Revenue Statement has been prepared in accordance with GAAP and as such excludes internal interest and other internal transactions  
The table below seeks to illustrate how the Surplus/(Deficit) above is funded.

<b>SUMMARY</b>										
<b>Total Operating Revenue</b>	2,784	3,040	3,116	3,304	3,534	3,475	3,686	3,910	3,806	4,086
Less Contributions	( 11 )	( 17 )	( 34 )	( 61 )	( 78 )	( 86 )	( 102 )	( 123 )	( 169 )	( 226 )
Plus AC debt contributions	0	1	8	21	33	43	59	78	118	174
Plus Internal Interest Revenue	1,241	1,192	1,156	1,190	1,275	1,250	1,143	1,234	1,290	1,190
Plus Operating Loans Raised	550	450	450	0	0	0	0	0	0	0
Plus Additional Capacity Interest Loans Raised	28	24	43	46	31	19	6	0	0	0
Plus Transfers from Depreciation Reserves	0	71	71	60	90	117	55	119	118	0
	<b>4,591</b>	<b>4,760</b>	<b>4,810</b>	<b>4,559</b>	<b>4,885</b>	<b>4,819</b>	<b>4,847</b>	<b>5,219</b>	<b>5,163</b>	<b>5,224</b>
<b>Total Operating Expenditure</b>	4,541	4,616	4,651	4,406	4,702	4,617	4,723	5,014	4,917	5,036
Plus Internal Interest Expense	51	65	74	77	77	69	56	56	54	53
Plus Operating/LOS Loans Repayments	0	79	85	75	106	133	69	133	132	13
Plus AC Interest Loan Repayments	0	0	0	0	0	0	0	16	60	122
	<b>4,591</b>	<b>4,760</b>	<b>4,810</b>	<b>4,559</b>	<b>4,885</b>	<b>4,819</b>	<b>4,847</b>	<b>5,219</b>	<b>5,163</b>	<b>5,224</b>

**Estimated Capital Funding Requirements - Community Leadership**  
**A forecast for the ten years ending 30 June 2019**

	Forecast 2009/10 NZ\$000's	Forecast 2010/11 NZ\$000's	Forecast 2011/12 NZ\$000's	Forecast 2012/13 NZ\$000's	Forecast 2013/14 NZ\$000's	Forecast 2014/15 NZ\$000's	Forecast 2015/16 NZ\$000's	Forecast 2016/17 NZ\$000's	Forecast 2017/18 NZ\$000's	Forecast 2018/19 NZ\$000's
<b>CAPITAL EXPENDITURE</b>										
<b>Property, Plant and Equipment (incl Intangible Assets)</b>										
Renewals	0	0	0	0	0	0	0	0	0	0
Increased Level of Service	352	86	89	103	47	48	111	51	52	1,335
Additional Capacity for Growth	0	0	0	0	0	0	0	0	0	0
	352	86	89	103	47	48	111	51	52	1,335
<b>Loan Repayments (internal and external)</b>										
Renewals and Increased Levels of Service	0	79	85	75	106	133	69	133	132	13
Additional Capacity for Growth	29	0	0	41	45	43	44	88	156	138
<b>Total Capital Funding Requirements</b>	<b>381</b>	<b>165</b>	<b>174</b>	<b>219</b>	<b>198</b>	<b>224</b>	<b>224</b>	<b>272</b>	<b>340</b>	<b>1,485</b>
<b>FUNDED BY</b>										
Operating Surplus/(Deficit)	( 1,757 )	( 1,593 )	( 1,561 )	( 1,102 )	( 1,169 )	( 1,142 )	( 1,036 )	( 1,104 )	( 1,111 )	( 987 )
Less/(Plus) Internal Interest Expense	( 51 )	( 65 )	( 74 )	( 77 )	( 77 )	( 69 )	( 56 )	( 56 )	( 54 )	( 53 )
	( 1,808 )	( 1,657 )	( 1,636 )	( 1,179 )	( 1,246 )	( 1,211 )	( 1,092 )	( 1,159 )	( 1,165 )	( 1,040 )
<b>Loans Raised (internal and external)</b>										
Operating Expenses	550	450	450	0	0	0	0	0	0	0
Renewals and Increased Levels of Service	191	0	0	0	0	0	0	0	0	1,164
Additional Capacity for Growth	0	0	0	0	0	0	0	0	0	0
Additional Capacity Interest	28	24	43	46	31	19	6	0	0	0
Asset Disposals	0	0	0	0	0	0	0	0	0	0
Investments Realised	0	0	0	0	0	0	0	0	0	0
Depreciation Reserves	161	156	160	163	137	165	166	170	170	170
Development Contributions Reserves	18	0	0	0	0	0	0	28	45	0
Other Special Reserves	0	0	0	0	0	0	0	0	0	0
Unfunded Depreciation	0	0	0	0	0	0	0	0	0	0
Internal Interest Revenue	1,241	1,192	1,156	1,190	1,275	1,250	1,143	1,234	1,290	1,190
Retained Earnings Reserves	0	0	0	0	0	0	0	0	0	0
<b>Total Funding Applied</b>	<b>381</b>	<b>165</b>	<b>174</b>	<b>219</b>	<b>198</b>	<b>224</b>	<b>224</b>	<b>272</b>	<b>340</b>	<b>1,485</b>

**Property, Plant & Equipment Projects - Community Leadership**

	Forecast 2009/10 NZ\$000's	Forecast 2010/11 NZ\$000's	Forecast 2011/12 NZ\$000's	Forecast 2012/13 NZ\$000's	Forecast 2013/14 NZ\$000's	Forecast 2014/15 NZ\$000's	Forecast 2015/16 NZ\$000's	Forecast 2016/17 NZ\$000's	Forecast 2017/18 NZ\$000's	Forecast 2018/19 NZ\$000's
Thames Administration Building	31	32	33	46	47	48	50	51	52	1,335
Thames Administration Building - Roof	207									
Thames County Building	114	54	55	57			62			
	352	86	89	103	47	48	111	51	52	1,335