



# Waipā District Council Community Board Review

## The State and Relevance of Community Boards in 2022

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## Executive summary and recommendations

Following the recent representation review Waipā District Council ('Council') voted to continue with Community Boards but to review their state and relevance.

This review fulfils that action and recommends that Council, Executive Team, staff and Community Boards work collectively to raise both the state of Community Boards functioning and relevance to their respective communities.

The review recommends

1. The state and relevance of Community Boards needs to increase so that Council can see the value proposition of participative democracy in action.
2. Council to reaffirm its relationship to its Community Boards and delegate responsibility, resourcing and oversight to the appropriate committee and Executive Leadership Team.
3. Community Boards to reaffirm their relationship to Council and staff and to improve their governance maturity with professional relationships.
4. Council to renew Delegations to a more narrowly defined community need.
5. Community Boards to re-engage with their communities and Mana Whenua, with support from Council staff enabling engagement processes.

## Practical implementation

This review recommends that Council, Executive Team, staff and Community Boards work collectively to raise both the state of Community Boards functioning and relevance to their respective communities.

How do these recommendations work in practice? At each level, these recommendations can be practically actioned;

so that Council:

- affirm and support a reset to the roles and relationships of Community Boards at Mayoral and CEO level
- agree to lead in co-designing, signing off and overseeing refreshed delegations
- agree to set the appropriate Committee to oversee and monitor new practices between staff and Community Boards
- align Council - level strategic outcomes and work programmes with Community Boards' engagement and input;

so that Executive Team:

- receive the CEO's delegated advisory role for Community Boards to set staff resourcing and monitor new delegations and behaviours
- support staff to enable Community Boards to build skills and be resourced to meet this new ambitious agenda;

so that staff:

- review forward work programmes for 'big ticket' Community Board input to place-making and other high-value opportunities
- increase their support and reporting style and content to enable better Community Board decision-making;

so that Community Boards:

- commit to this reset and diligently work to engage with communities on their new focus areas
- commit to professional relationships with Council staff, and to build governance maturity,
- reset their relationships both with themselves, their communities, Council, Mayor, CEO and the Executive Team; and

so that communities, including Mana Whenua:

- increase their engagement as active participants in democratic decision-making.

## Why community boards matter

As the current Reform Agenda<sup>1</sup> gathers pace, central government is rethinking the role Councils might play in evidencing and co-delivering community need as part of a functioning democratic system.

The Reform Agendas' activities are making provisions for community inputs to be recognised and given effect to.

Specifically, the replacement legislation for the Resource Management Act (RMA) will include a new Strategic Planning Act which carries a requirement for regional spatial planning and will sit above the Natural and Built Environment Act, Local Government Act, Climate Change Adaptation Act and Land Transport Management Act. This legislation carries placeholders for community plans and planning as the vehicle by which local outcomes are envisioned.

Additionally, central government as a Te Tiriti partner includes significant legislation designed to protect and enable Mana Whenua decision-making.

In light of this, local councils are also rethinking their community boards. In three current examples, Taupō<sup>2</sup> and Ruapehu are re-imagining community boards to offer spaces for Mana Whenua partnership and to demonstrate participative democracy in action. Whanganui is also actively promoting Community Board input at the Council Committee level, raising the quality of communication between Council and Community Board.

LGNZ's latest submission<sup>3</sup> on the Future for Local Government (FfLG) has as its first recommendation, to 'replace the long-term plan with a more dynamic and strategic planning framework that accounts for the changes being made by other major reform programmes and that allows **communities** to play a greater role in setting their community vision and reviewing progress' (*emphasis added*). The timing for a refresh of Community Boards could not be more apt.

### Community priorities and outcomes

The rationale for increasing community board effectiveness is based on principles embedded in the Local Government Act, alongside co-funding opportunities inside the Reform Agenda which assumes effective community representation. Giving communities a direct say in the future shape and nature of their spaces is underpinned by a principle of communities as 'active partners', not just consultees<sup>4</sup>. Facilitating active citizenship is a key goal of sector best practice, and an expectation as the new central government – local government landscape becomes clearer. If these opportunities are not realised, the communities will be figuratively and literally worse off. If these opportunities and challenges are taken up, communities have the best chance of co-defining the future they stand to inherit.

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<sup>1</sup> See <https://www.lgnz.co.nz/reforms/> for a precis of all the Reform Agenda work underway by LGNZ

<sup>2</sup> <https://www.1news.co.nz/2022/06/14/local-hapu-taupo-district-Council-sign-co-governance-agreement/>

<sup>3</sup> [https://www.lgnz.co.nz/assets/PDFs/FfLG\\_DesignedFinal.pdf](https://www.lgnz.co.nz/assets/PDFs/FfLG_DesignedFinal.pdf)

<sup>4</sup> See Mike Read 'Devolving power – can the public service let go?' Public Sector Journal 44.1, April 2021 - pp 3-5.

## The state and relevance of Waipā's Community Boards

Good collaboration between boards and councils involves seeking advice from community boards early in the decision-making process and being invited to have input into the process as well as the decision<sup>5</sup>.

The findings of this review are clear. All interviewees and participants accepted and agreed that there is significant opportunity to improve the state - or functioning - of Community Boards and their relevance - or strategic value - to Council and communities.

In their submission to the earlier Representation Review, Te Awamutu Community Board quoted Dr Mike Reid as follows:

'Principal policy adviser at Local Government New Zealand Mike Reid said in his experience community boards were "very effective" but it depended on how they were treated by councils. "Their effectiveness depends on whether the council gives them powers or not and whether the council gives them support." So, in some areas, boards are not that effective because council does not give them support and may not give them any decision-making role so it really comes down to local context," Mr Reid said.'

The Te Awamutu submission goes on: 'Our Community Boards could certainly be more effective if we were taken seriously and given the opportunity to feedback directly to councillors'.

Cambridge Community Board were also clear they could be more effective in how they engage both with communities (in testing need, and prioritising their focus) and how they build political relationships with Councillors and Committee activities to 'land' evidence –based proposals into Council work programmes.

This review represents an opportunity to collectively learn from the lessons of the past and not repeat them, but to reset how Council resources and supports Community Boards to be successful.

The recommendations are built from the themes of each Community Board and link in feedback from Mana Whenua and key stakeholders in each community.

The review also recommends extending staff support to ensure a key request from both Boards is taken up, that their input into planning processes is extended and taken seriously. Community Boards request input at the front stage of a process, and not 'last thing', at the back.

This is a reset that will take a shift in thinking and actions from all parts of the Council.

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<sup>5</sup> LGNZ Good governance guide for community boards (2019) p.19.

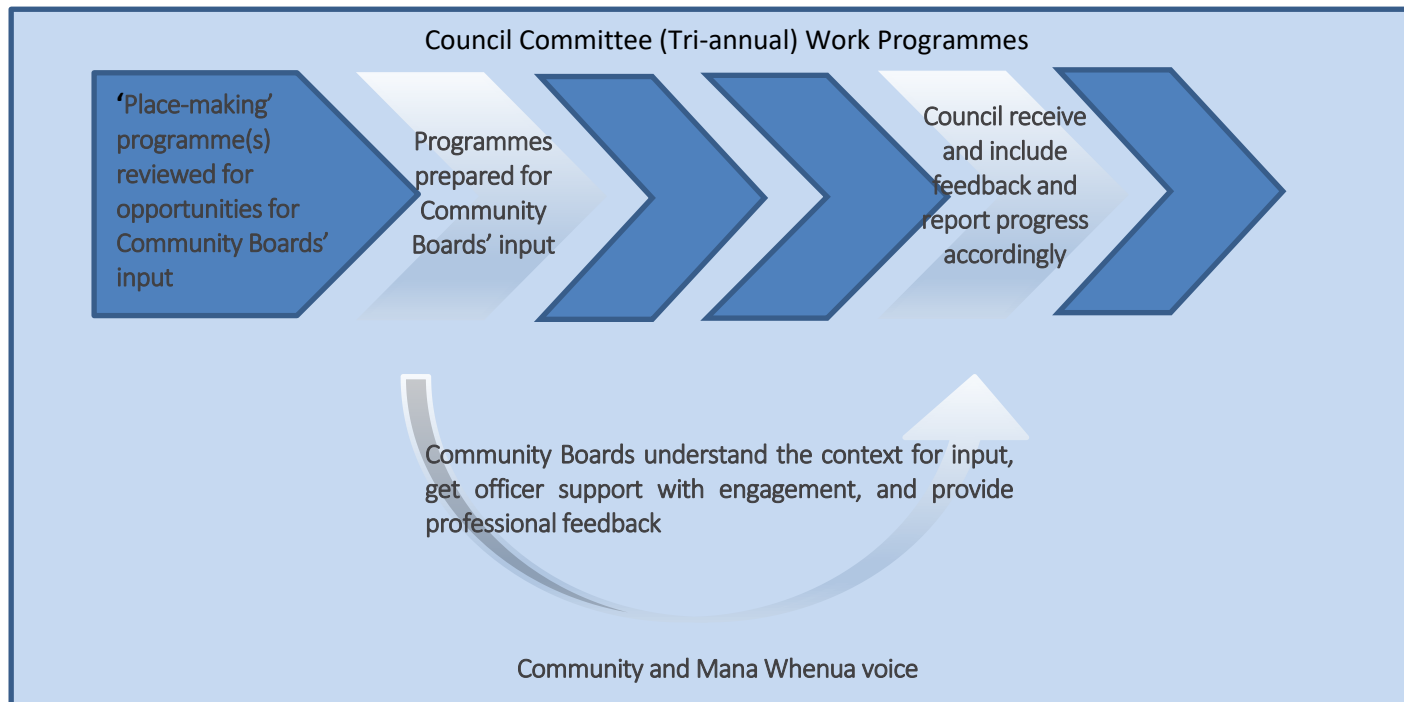
## Reboot 2.0

As the LGNZ Community Board guidance (above) notes, the responsibility for the state and relevance for Community Boards sits as much with Council, its Executive and officers, as it does with Board members and indeed the communities themselves. The new Triennium represents an opportunity to ‘reset’ the relationships between Council, Committees, Community Boards and communities. One element cannot be seen in isolation from the others.

Conversely, success for Waipā Community Boards relates to how Council - at Mayor and CEO level - their Committee Chairs, Elected Members, Executive Team, and staff all set up and support Community Boards to more fully and effectively engage and participate in meaningful local democracy. The state and relevance of Community Boards is predicated on the relative alignment and space ‘made for’ their engagement and input to Council work programmes. This report visualises this process hereafter as a ‘map’ or ‘holistic system’ of re-engagement opportunities.

The full re-engagement map (over) and each subsequent descriptive part thereafter needs to be read with a cyclical ‘flow’ of information in mind, as pictured below.

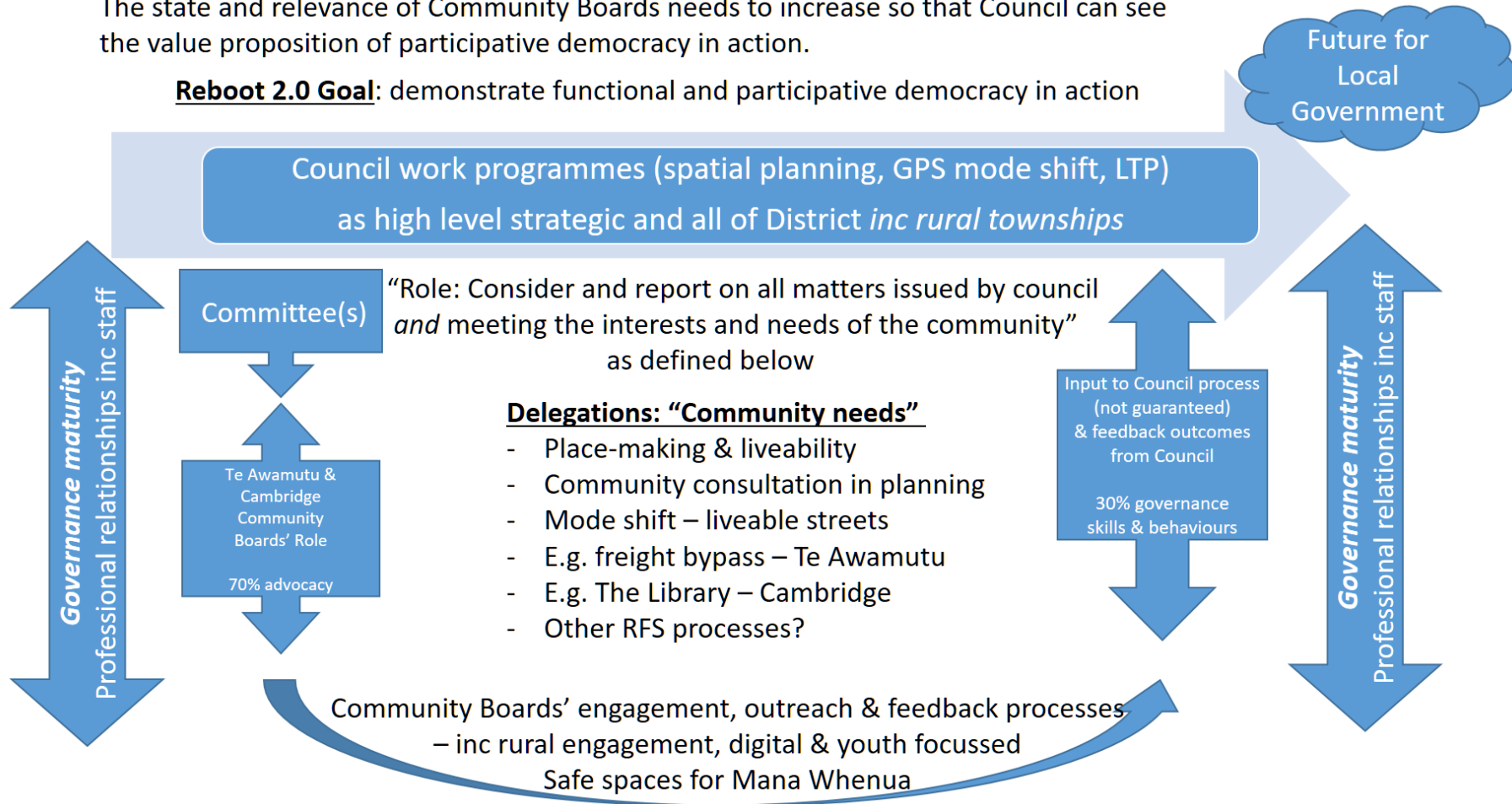
Following the overall engagement map, each recommendation and its own logic map is presented, to show the thinking and further detail under each recommendation.



Future for Local Government 'FfLG' is the key Reform Agenda opportunity.

The state and relevance of Community Boards needs to increase so that Council can see the value proposition of participative democracy in action.

**Reboot 2.0 Goal:** demonstrate functional and participative democracy in action



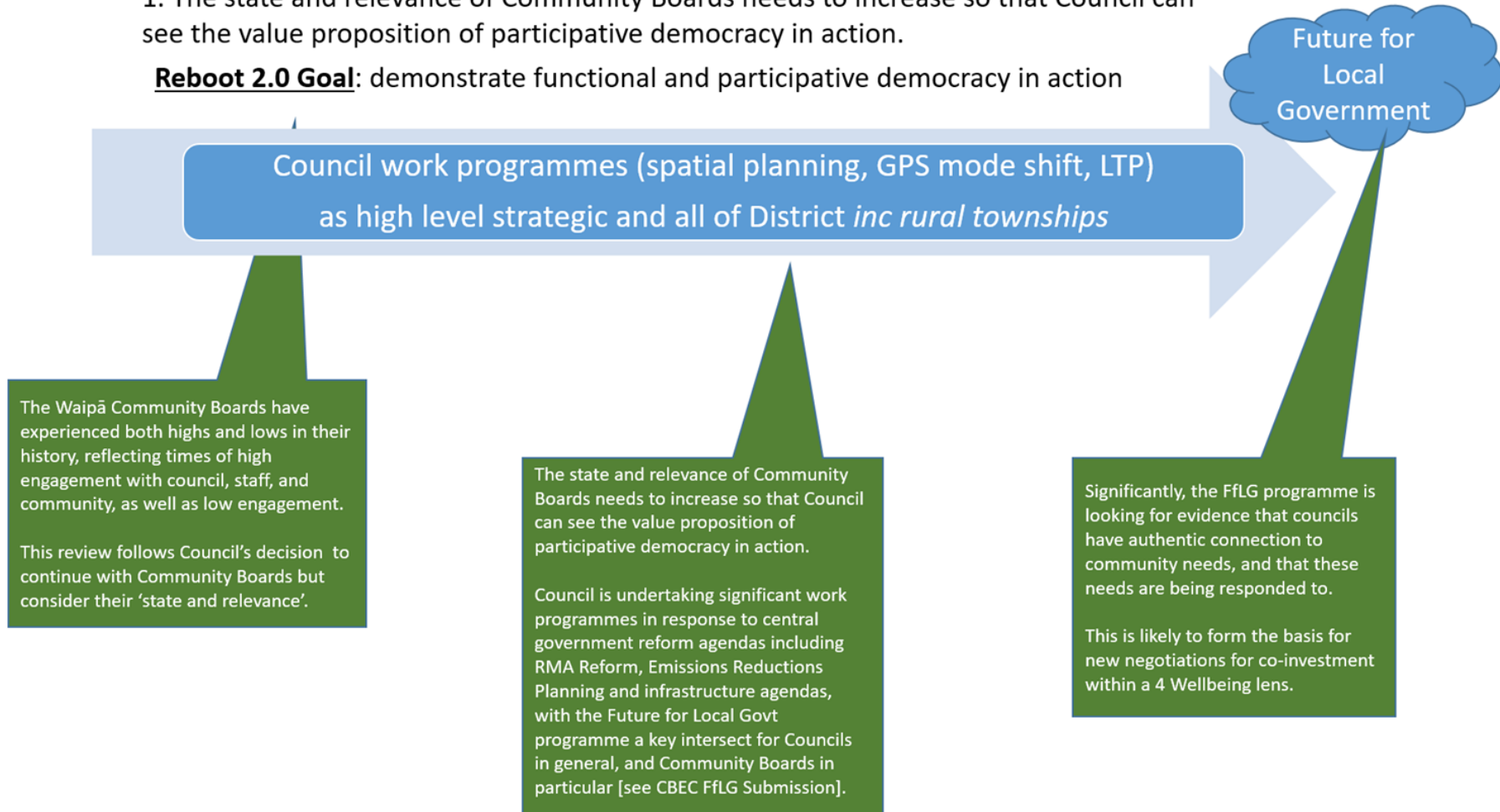
This 'map' was co-designed from review workshops, and flows from Community Board, Executive, CEO, Mayoral and staff feedback (see p.24). It models alignment of Council's work programmes with Community Board input, alongside skills and behaviours that LGNZ commonly works with to improve governance maturity.



## Recommendation 1

1. The state and relevance of Community Boards needs to increase so that Council can see the value proposition of participative democracy in action.

**Reboot 2.0 Goal:** demonstrate functional and participative democracy in action



‘Perhaps the most critical factor behind an effective community board is the quality of the board’s relationship to its parent council. Relationships take time to build but are quickly undermined.’<sup>6</sup>

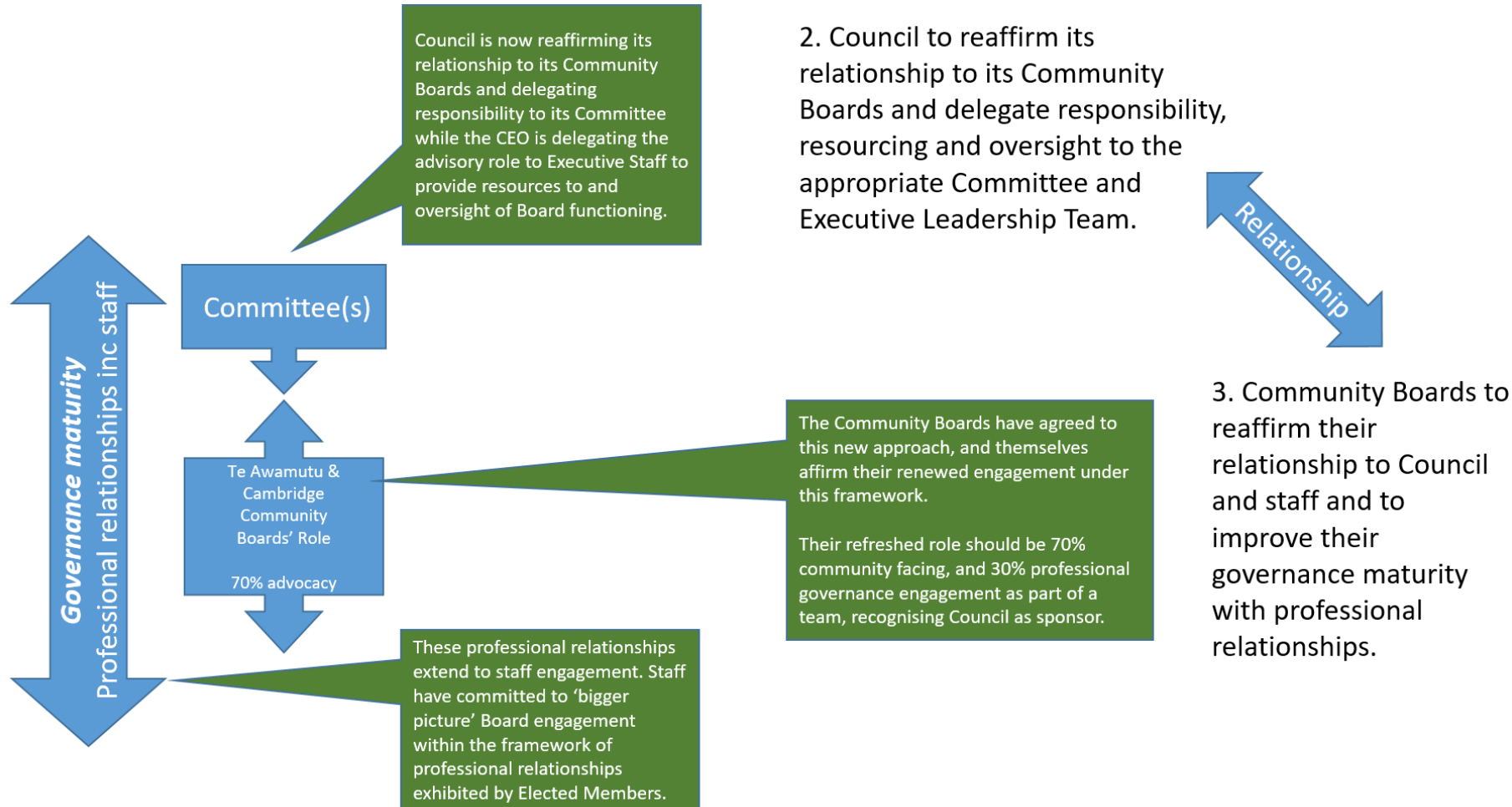
The key theme throughout all these recommendations is to reset the relationship between Council and their Community Boards. This reset involves a number of shifts outlined below and in the following pages, ‘from’ the current state as observed and informed by interviews, ‘to’ new actions, given Community Boards have been retained by Council vote through the Representation Review. There are a number of re-engagement opportunities that all need buy-in, if improvements are to flow.

From	To
Community Board Elected Members somewhat connected to Reform Agendas	Bring community board members into the Reform Agenda discussion happening at the Council table. The ‘FfLG’ Reform Agenda wants Councils to be deeply connected to communities Community Board involvement - examples include urban mobility and bigger ticket items such as the Library in Cambridge
Community Boards not seen for their strategic value	Community Boards getting ready to add strategic value Community Boards setting strategic priorities which align to Council outcomes, ‘engaging at the front of the process’ Community Boards innovating without duplication and ‘reality checking’ on scope and scale of community-driven proposals Community Boards enable co-funding conversations: Council as last dollar funder, not first.
Community Board not strongly linked to Council induction and strategy, planning etc	Community Boards linked to Council induction and strategy, engaging early on planning and place-making opportunities

For the relevance of Community Boards to increase, Council must prepare for their input to relevant decisions. The feedback indicates this shift will increase the view among Board Elected Members that their views are being taken seriously, and thus increase their motivation to improve their own Board functioning and effectiveness.

<sup>6</sup> LGNZ Good governance guide for community boards (2019) p.18.

## Recommendations 2 and 3



Recommendation 2: Council to reaffirm its relationship to its Community Boards and delegate responsibility, resourcing and oversight to the appropriate Committee and Executive Leadership Team (ELT).

**‘Boards and their council need to work on relationships and communication is fundamental to good relationships’<sup>7</sup>**

The success of this reset is based on two promises of future change. Promise one is for Council to make space for Boards’ input. Promise two is then resetting the relationship so that this space for input is followed through on. Councils’ political and executive leadership ‘sets the tone’ for how boards function generally, and in Waipā specifically. This review sets as a priority starting at the top, and having the Council leadership reaffirm this review and the reset this entails, so that expectations are set and resources allocated to all levels. This will include additional support for staff and Elected Members to ensure they are resourced to set the new relationships up for success. The actions outlined on p.4 are targeted at each level so that, ultimately, communities - including Mana Whenua - feel valued to increase their engagement.

Function	Action	Example Performance Measure
Responsibility	ELT buy into improvements, set staff action to review work programmes for Community Board opportunities e.g. Bylaws and Policies as they are developed, Cambridge Library proposal under FFLG ‘better off’ funding (if approved)	Community Board briefed and input received at the start of the process, not the end
Resourcing	Supporting staff to enable good Community Board decision-making across annual and triennium work programmes	Staff prepare for and receive high quality Community Board input to key work programme opportunities
Oversight	Monitoring and adapting to embed these working practices and new behaviours to ensure successful engagement	Oversight Committee observes improved staff and Community Board interactions

<sup>7</sup> LGNZ Good governance guide for community boards (2019) p.18.

### Recommendation 3: Community Boards to reaffirm their relationship to Council and staff and to improve their governance maturity with professional relationships.

Increased induction and ongoing support will be critical to this reset, as will an increased plan of officer resourcing to help set and achieve better expectations and outcomes. These all flow from Recommendation 2 that Council and its leadership set the expectations that the organisation can then follow.

However Recommendation 3 places the reciprocal obligation on Community Boards to increase their governance maturity, which is the bread and butter of LGNZ's Elected Member learning and development programme. Maturity is supported by good information provided by officers, supporting good decision-making by Elected Members.

A common theme of discussion across both Boards was resetting the role of Board members. Arguably, 70% of their focus should be on community facing needs and opportunities, and the remaining 30% on developing the skills for mature professional engagement. This dual role recognises the independence of community boards as 'unincorporated entities' but whose remits sit within the LGA and whose key professional sponsor is their council. This also comes with experience.

Function	Action	Example Performance Measure
Oversight	Co- design of 'what success looks like' e.g. progressing their strategic goals for the term: setting goals; officer engagement; professional engagement with Councillors and community	Community Board Reports reflect strategic priorities with better reporting to the Boards, which includes a future focus
Resourcing	Community Board access improved induction, mentoring and ongoing support	From annual verbal report to 6 months written report with tracked priorities and progress against strategic objectives
Responsibility	Community Board commit to demonstrate governance maturity  30% professional relationships	Community Board engagement and decision-making is improved, as measured by mid-term and end of term group reflection

## Renewing engagement through relationship

Sitting between Recommendations two and three is a renewal of the relationship between the Council and Community Boards, as demonstrated above on page 11. For the relationship reset to be successful, there are a number of shifts that need to take place, as outlined below. This includes, first and foremost, allowing the time Dr Mike Reid from LGNZ suggests it takes to build, or rebuild, good relationships. These new practices also will need time to ‘bed-in’, with a ‘system’ of support wrapping around them.

From	To
Council have mixed views on the value and capability of Boards	Council and all Elected Members giving new practices a chance to be practiced, with support
Current advisory sits with one senior officer	Executive oversight of Community Board activity, supporting staff, aligning work programmes for Community Board input  Executive expect and approve a resource plan and timeline for Community Board support  Senior staff and officers prepare for Community Board engagement
Staff reporting replica of other reports	Staff support for Community Board preparation, timing and decision-making information  Staff develop a resource plan and timeline for Community Board engagement dropping out of forth-coming work programmes

## Recommendation 4

4. Council to renew delegations to a more narrowly-defined community need.

To support this 2.0 Reboot, Council have agreed to renew delegations to be specific in the definition of community need.

These delegations affirm the agenda under the FfLG Reform process, where Boards can demonstrate value both to Council and to their communities.

“Role: Consider and report on all matters issued by council *and* meeting the interests and needs of the community” as defined below

Excluded from delegations and activities will be quarterly updates and other ‘rats and mice’ low value engagements.

A high value offer might be as engagement interfaces for planning, albeit with the support from staff briefings and preparation to enable this.

### Delegations: “Community needs”

- Place-making & liveability
- ‘Placeholders’ for community consultation
- Mode shift – liveable streets
- E.g. Freight bypass – Te Awamutu
- The Library – Cambridge etc
- Other RFS processes?

Te Awamutu has a history of successful transport route planning and implementation, as well as an urgent need to manage heavy industry traffic away from the main streets. The expected mode shift activity can enhance this expectation, which the Transport Manager will support. Cambridge can work on big ticket items too. These big ticket items might span across Triennia if needed.

## Renewing delegations as ‘focus areas’ of community need and opportunity

Renewing delegations can motivate Community Board member effectiveness. The focus areas suggested below reflect past successes of Waipā Community Boards as well as high value strategic opportunities that may unlock ‘FfLG Better Off’ co-funding opportunities.

The Local Government Act (LGA) Section 52 (f) provides for ‘any other responsibilities delegated to it’ by Council. LGA Sections (a) to (e) are retained for business as usual activity, but with management of reporting to reduce duplication, and ensure the value from Community Boards’ time and resources is maximised.

Delegations: Focus Areas “Community Needs”	Actions	Example performance measures
Delegations are co-designed but signed off by Council as ‘owner’.	Encouraging two-way communication between Council and Community Board, and to check against existing processes	A meeting between Council and Community Boards to share strategic priorities and establish delegations
Place-making <sup>8</sup> & liveability	Place-making and liveability intersects with the FfLG Reform, Spatial Planning Act, and other RMA Reform proposals. This is the key strategic opportunity for communities to have their say on the future of their communities through these reform processes	Community Boards’ strategic plans increase their ownership of local ‘place-making’ opportunities
‘Placeholders’ for community consultation	Council planning makes space for Community Board input, and responds positively when it is received. Community Boards Town planning and plans increasingly align with Council planning, as community voice is increasingly reflected in planning processes and decision-making	Council and Community Boards agree on ‘big ticket’ planning opportunities up front and follow through on input
Mode shift – liveable streets	Transport officers review opportunities for Community Boards to input to funding opportunities inside the One Network Framework <sup>9</sup> and other frameworks	Community Boards input to ‘street shaping’ activities e.g. urban mobility
Freight bypass – Te Awamutu	Transport officers review opportunities for Te Awamutu heavy freight management, noting growth projections across the District and the connections to the new Waikato Expressway	Te Awamutu inputs to management of heavy freight options
Other RFS processes?	Community Boards continue to receive community feedback on other Request for Service (RFS) actions, but test these against their strategic plans and priorities	Strategic plans enable trade-offs and priorities, but also responsiveness

<sup>8</sup> The attachment people have to place is critical.. [it is] the local area in which they live, and how this supports and develops aspects of personality and identity through the principles of “distinctiveness, continuity, self-esteem and self-efficacy” (Why Local Government Matters, ACELG, 2015.) CBEC Submission to FFLG, p.3.

<sup>9</sup> The One Network Framework includes place-making and liveable spaces: ‘creating liveable towns and cities goes well beyond transport’ see [link](#)



The key shift that Recommendation 4 entails is arguably the crux of the agreement that this new set of relationships should operate at. Reminding ourselves of the diagram on p.7, there is a delicate alignment of ‘big ticket’ opportunities that officers can ‘bid forward’ as potential areas for Council sign off on, but that also need to align with Community Board vision, strategic goals, and priorities. Officers and ELT engagement undertaken in this review identified the following opportunities as achievable given their awareness of the ‘big shifts’ that the District as a whole has to respond, to under central government legislation and expectations.

From	To
Limited planning input	Support for focus areas, staff preparing Community Boards with maps and graphics as context for decisions
Diffused focus	Focus on town liveability opportunities Place-making <sup>10</sup> at Town centre level, testing the look and feel for the future Supporting national GPS expectations on ‘mode shift’ <sup>11</sup>
Some priorities at Community Board level	Align with Council work programmes information ahead of input – remembering Community Boards as autonomous entities Officer alignment on FfLG initiatives to engage with Community Boards ahead of decision-making
Limited induction and ongoing support	More induction and ongoing mentoring Community Boards understand their 70% advocacy, 30% professional relationship role Full day induction process, getting to know each other, why Elected Members stood Each Board building strategic priorities Pitching priorities back to Council, agreeing delegations within professional relationships and taking a proportional approach <sup>12</sup>

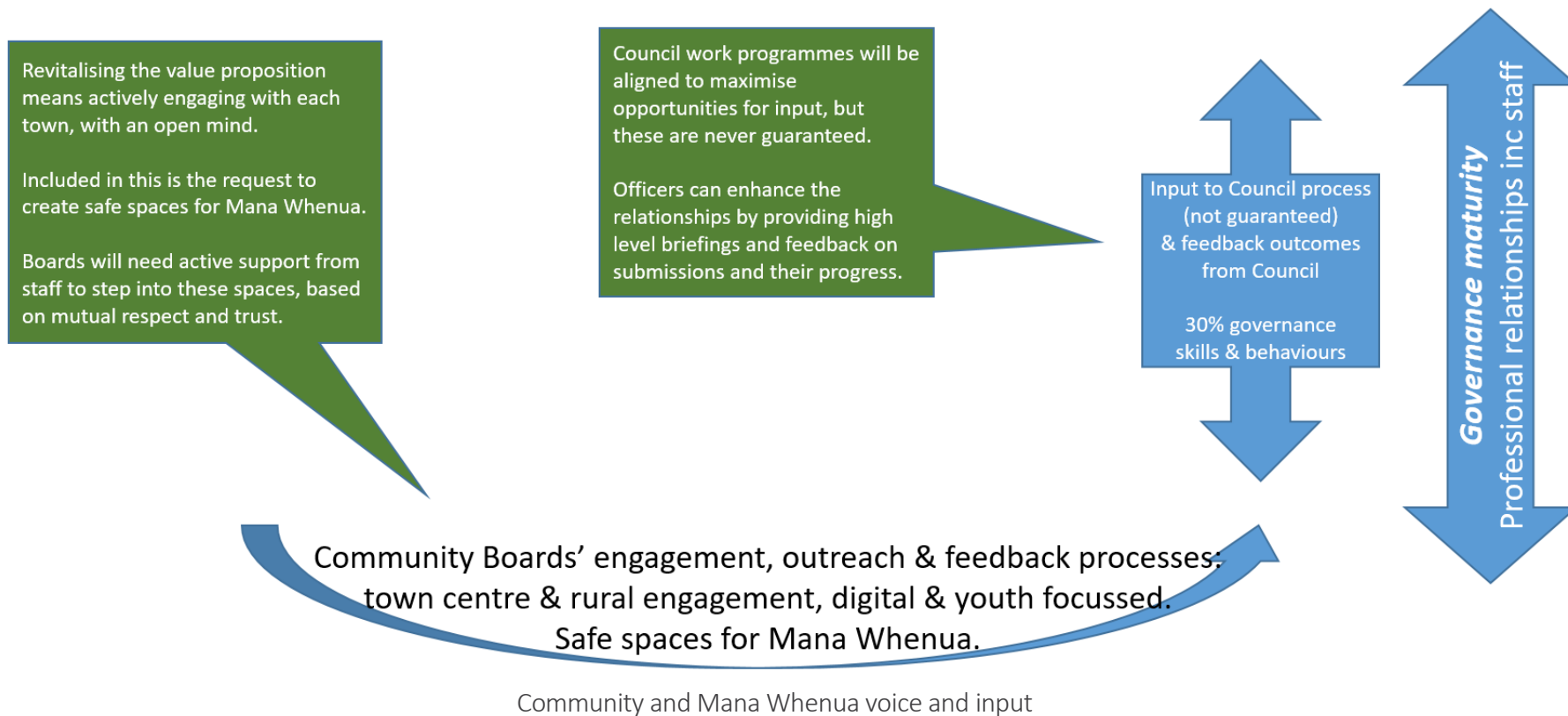
<sup>10</sup> Place-making is flagged as a specific set of opportunities inside the FfLG Reports, see [link](#)

<sup>11</sup> GPS Mode Shift supports additional modes of transport, not just car journeys, as a first choice. See [link](#)

<sup>12</sup> LGNZ Good governance guide for community boards (2019) p.26

## Recommendation 5

5. Community Boards to re-engage with their communities and Mana Whenua, with support from Council staff enabling engagement processes.



‘In many ways a board’s value to its local authority reflects the strength and relevance of the local networks it is plugged into’<sup>13</sup>

At the heart of community boards are communities. The following themes reflect the discussion undertaken at the Community Board workshops, which can be incorporated into induction activities, and further enabled through ongoing mentoring.

These themes reach into the space of governance maturity and are the bread and butter of Elected Member roles across the sector. Elected Members are invited to access and utilise LGNZ learning and development resources for a ‘deeper dive’ into these themes.

Theme	Actions	Example Performance Measures
70% Community Advocacy	Communities’ networks are represented on Boards who actively reach out to communicate early opportunities for input via their networks. Listening and checking, testing evidence, bringing community voice into engagement processes	Boards build priorities based on Council work programme opportunity and community need
What do communities need and want?	Communities participate in democracy by bringing their voice into the process. Community voice gets translated into Council deliverables	Community feel represented
How do boards test and prioritise these needs?	Test community need against strategic priorities. Building a coalition of the willing around the governance table. Building governance maturity to reality check proposals: evidence, validation of need, alignment with Council work programmes	Building a strong Elected Member culture
How do Mana Whenua engage?	Continue the korero with Te Kanohi to enable a mana-enhancing dialogue with Mana Whenua which begins with acknowledging the relationship, resources and cultural safety required for engagement. Align with wider Council activity seeking to enhance the Mana Whenua partnerships	Mana Whenua engagement begins at Community Board level. Marae visits for Elected Members
Standing space for Mana Whenua	Community Boards create ‘standing ground’ for Mana Whenua engagement, as Agenda Items, with additional support from Te Kanohi and other Council- wide processes	Standing Item on Agendas. Strategic support an aspirational goal

<sup>13</sup> LGNZ Good governance guide for community boards (2019) p.18.

## Revitalising relationships with communities:

### bringing community and Mana Whenua voice more fully into local democracy

What is it that community boards are able to offer that will make them a valuable part of their local authority and be recognised as such by councillors and the community?<sup>14</sup>

If these recommendations can be taken together and practically implemented, what might the future look like?

The central government Reform Agenda contains risks and opportunities which will play out across each district and region in New Zealand. How each district prepares for these opportunities will determine what outcomes can be negotiated for the wellbeing of all in each district. Having communities' voices at the table in these negotiations will be vital, and cannot exclude the voices of Mana Whenua, who are developing their own iwi and hapu strategic plans. Other councils are resourcing their iwi relationships to align their respective strategies for success, noting central government's own Te Tiriti obligations. The future opportunities will belong to the brave. To realise these opportunities, bravery means Council seeking Board *and* Mana Whenua input 'at the beginning of the process' as the shifts (below) show.

One size, however, does not fit all, and one solution alone will not fix the challenges facing Waipā. Taken together, these recommendations map renewed re-engagement to maximise the chances for a revitalised value proposition where communities participate in democracy and shape their own future, a goal worthy of re-investment.

From	To
Limited, or single issue engagement issue by issue	More collective engagement – with priorities understood
Limited Mana Whenua engagement	Council and Te Kanohi support for Mana Whenua space on Community Board Agendas and with Marae visits  Linking to broader Council activity refreshing the relationship with Mana Whenua  Community Board align with and support iwi Strategic Plans
Executive and officers often with 'one way' engagement	Executive and officers setting Community Boards up for success  Community Board input 'at the beginning' and not the end  Two way reporting on progress  Practical implementation of community voice

<sup>14</sup> LGNZ Good governance guide for community boards (2019) p.18.

## Workshop summaries

### Te Awamutu

Waiho i te toipoto. Kāua i te toiroa  
- Let us keep close together, not wide apart

For Te Awamutu Community Board a key theme was learning from past interactions and moving towards new opportunities.

The Board felt that prior submissions such as the request for community safety cameras had not been integrated into Council delivery activities adequately. The resulting delivery had minimum follow up reporting back to the Board on cameras focused on traffic counting as opposed to safety.

Moving beyond this and other historic challenges the Board agreed to a reset of behaviours, activities and relationships both to themselves and the community and Council.

Te Awamutu have had recent successes in improving traffic flows around the town based on positive interactions between the prior Mayor, CEO and Community Board chair indicating the importance of mutual trust and respect.

The recommendations For Te Awamutu including liveability and advocacy for heavy industry traffic flows away from the town centre flow directly from this feedback.

### Te Awamutu feedback to the Representation Review

All plans for Te Awamutu, Kihikihi and Kakepuku should be coming to Community Board with enough time for us to engage with the respective communities, not almost at the end where we contribute a paragraph in a submission.

When we are informed of projects and how we are able to participate:

- affects our ability to engage with community
- affects our contribution to the plan
- affects the outcomes.

The Community Board can be better utilised as the conduit between local community and council.

To do so our input must be valued as meaningful feedback from our community, that we can be involved and given the time to do so, that we can be taken seriously.

## Te Awamutu workshop key themes

- Letting go of negative history
  - Accepting each party's responsibility to learn and change
- Building the “buy in” back [70% of advocacy role]
  - Regaining trust with community
  - Understanding the value of the Community Board again - reboot 2.0!
- Setting goals and focus areas to re-engage
  - Who are we Te Awamutu? Revitalisation and storytelling
  - ‘Liveability’ of main street, traffic flows [ past success]
  - Bypass – managing industry freight
- Working as a Board – Coalition of the Willing – 51% majority, canvassing support.
- Working as a group – taking issues forward in agreement / together.
- Working with Council Staff – [30% of role, professional engagement]

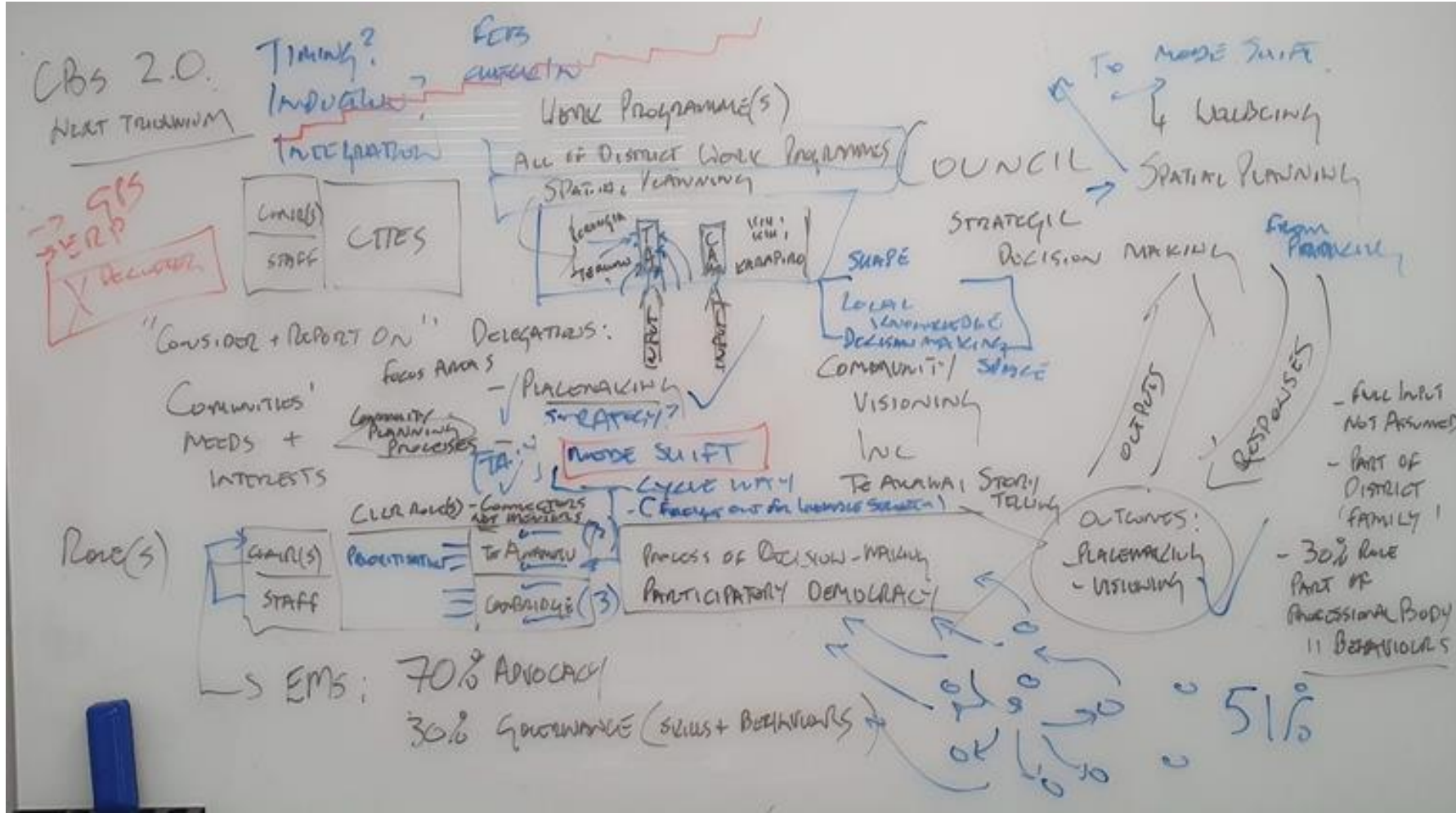
## Cambridge workshop key themes

A key integrating theme for Cambridge was how to build effectiveness and influence across the Council system as a whole.

The interactive session role-played testing an issue from the community and then navigating staff and Councillor relationships to ensure Community Boards' influence could be maximized.

The recommendations for aligning Community Board delegations and Council work programs (over the page) have been developed based on feedback from both Boards.

- Effectiveness – how to navigate “the system” better to get better results / outcomes
- How to influence for outcomes
- Understanding “community needs and issues” [ 70%] - 4 Wellbeings
  - Gathering evidence from community – testing for root cause of issue/ problem?
- Positively engaging with council staff to bring their work underway to test and add to evidence
- using what knowledge is currently available, the resources at hand.
- Engaging with Cttee chairs to
  - Understand timing of work programmes, when is best timing and format to submit issues?
  - Influencing and building connections to Council Cttees, political partnerships?  
*Governance role [ 30%] with Cllr as connector support*
  - Building ‘bigger picture’ thinking & being the Cambridge voice
  - Setting goals for the Triennium, getting feedback on progress
- All of the above for induction in honest ‘plain speak’



Co-designed engagement map developed through the workshops, and testing in a combined Board Session on Saturday 11<sup>th</sup> July.



## How key stakeholders see Community Boards

### Te Kanohi and staff feedback

The Waipā District is covered with history pointing to the impact of colonization on Mana Whenua, which has ongoing consequences. Iwi and hapu have very limited resources and must focus on rebuilding their own future goals. Having enough resources to achieve this is a stretch. Community Boards have been culturally unsafe for Mana Whenua in our past experience. But that doesn't mean we aren't open to incremental opportunities. One way forward might be to have a space on Boards' Agendas for engagement that starts with getting to know the iwi and hapu in each rohe. Boards can come to us, and experience our manaakitanga. We might then have the trust to engage with Boards, but we need to recognise where we are on the journey. There are still opportunities.

Under a Te Tiriti partnership Councils need to acknowledge the relationship, resourcing and respect that is a pre-requisite for engagement. Participation and protection are also key. Discussion of Ruapehu's example where Community Boards are aligning to support iwi and hapu strategic plans as the key outcome for Mana Whenua.

Chambers of Commerce	<a href="#">Te Awamutu</a>	<a href="#">Cambridge</a>
Strengths	Partnering with Te Awamutu Community Board to build momentum and community ownership of revitalised town story - Who Are We Te Awamutu.  Significant opportunity to tell a new story about the strengths and possibilities within Te Awamutu.	Seeing the opportunity to build positive relationships with the business community and support Cambridge through peak spending times, e.g. improving Cambridge 'look and feel' through Christmas season. Sought support for business recycling of cardboard and other 'buy local' opportunities.
Areas for Improvement	Strongly positive on the need to revitalise Te Awamutu and attract young families and investors into the town and surrounds. Understanding the value of 'brand' to place-making and business attraction.	Negative on the role and functions of Boards. Low visibility of Board's role. Saw the Chamber as the natural place for council to community engagement. Chamber governance and their representative on the Community Board to increase communication to support the Chamber's ongoing engagement.
Other comments	The ' <a href="#">Who Are We Te Awamutu</a> ' programme is currently part of Te Awamutu's Community Board activity. Suggest this is continued and supported for co-funding support (Council being the last dollar funded, not the first).	Robust discussion on the role of boards and the place of other community networks, that businesses did not represent all community networks reflected by community boards.

## Further resources

LGNZ Future for Local Government Opportunities [https://www.lgnz.co.nz/assets/PDFs/FFLG\\_DesignedFinal.pdf](https://www.lgnz.co.nz/assets/PDFs/FFLG_DesignedFinal.pdf)

See <https://www.lgnz.co.nz/reforms/> for a precis of all the Reform work underway

Mike Read 'Devolving power – can the public service let go?' Public Sector Journal 44.1, April 2021 - pp 3-5. [Attached as full article © Dr Mike Read 2021]

LGNZ Localism and Community Boards <https://www.lgnz.co.nz/news-and-media/2021-media-releases/back-to-the-future-aotearoa-needs-community-boards-now-more-than-ever/>

CBEC Community Boards rationale and value (2021) <https://www.lgnz.co.nz/assets/Reason-for-Community-boards.pdf>

CBEC Community Board Conference 2021 resources <https://www.lgnz.co.nz/local-government-in-nz/community-boards/community-board-conference/2021-cbec-conference/>

Iwi and hapu tools for engagement: How to improve Crown and Local Authority-initiated environmental planning engagement, from the perspectives of Ngāi Tahu environmental kaitiaki Masters' [thesis](#) Courtney Bennett

LGNZ Good governance guide for community boards (2019) p.18.

<https://www.lgnz.co.nz/assets/cf6ea91049/Good-Governance-Guide-for-Community-boards-2019-edition-v2.docx>

Taupo Mana Whenua agreement:

<https://www.1news.co.nz/2022/06/14/local-hapu-taupo-district-Council-sign-co-governance-agreement/>