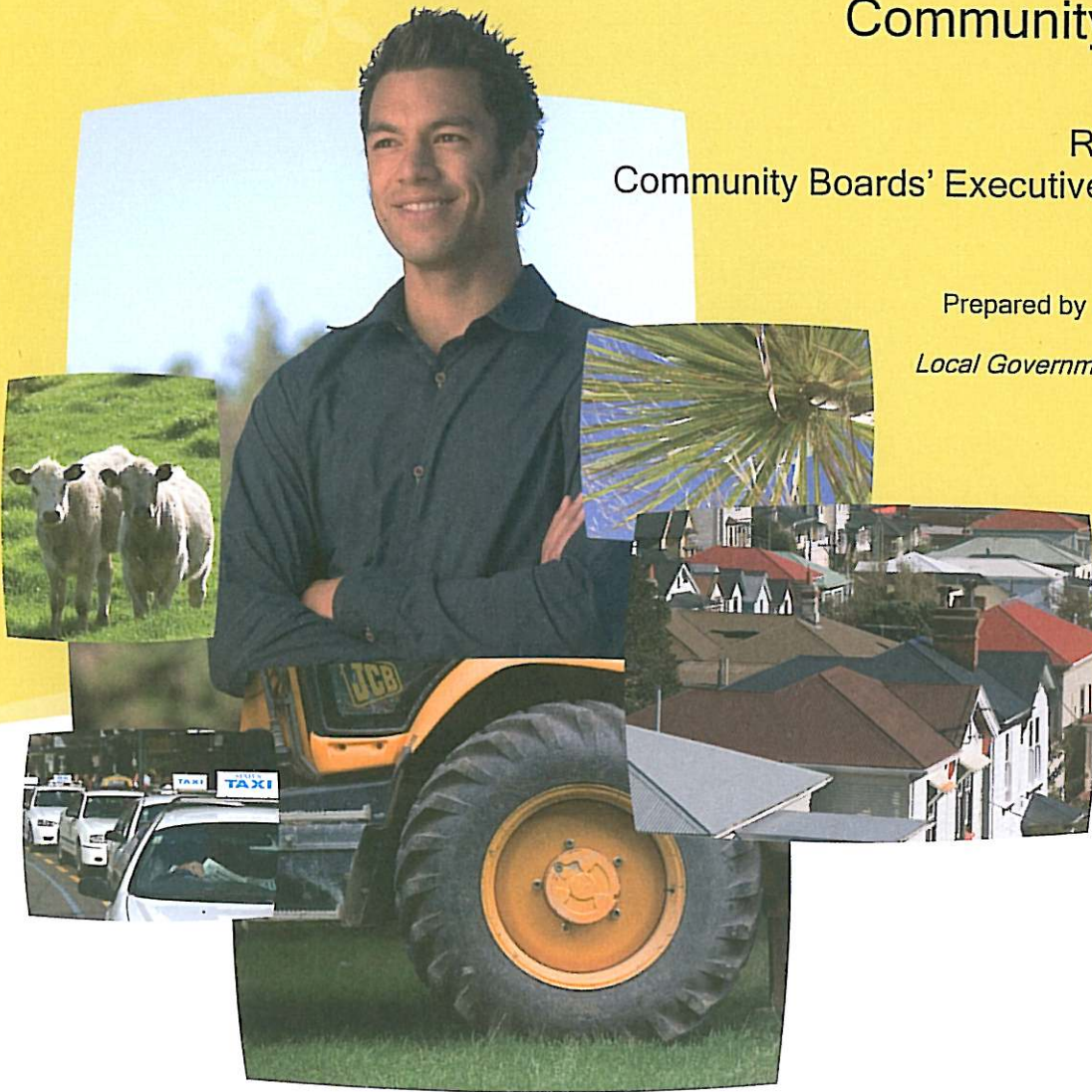


# Roles and Functions of Community Boards

Report for the  
Community Boards' Executive Committee  
June 2008

Prepared by Mary Richardson  
for  
*Local Government New Zealand*



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### Liability Statement

Every effort has been made to ensure accuracy in processing, analysing and reporting the information provided in this report. However, JHI Consultancy and Local Government New Zealand give no warranty that the information in the report contains no errors.

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## FOREWORD

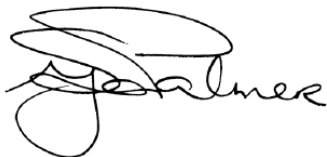
Community Boards have been operating in New Zealand for nearly twenty years. Over this time they have played a key role in facilitating local democracy and developing the physical and social infrastructure of local communities.

In 1991 and 1995 the Department of Internal Affairs surveyed councils to establish the functions undertaken by community boards. In 2007, the Community Boards' Executive Committee of Local Government New Zealand believed that it was timely to undertake a follow-up study.

The Executive Committee expected that the introduction of the Local Government Act 2002 would have resulted in increased community board involvement across a range of functions, including consultation and community engagement processes, the development of community outcomes, community development activities and the formulation of council policies and plans.

This report suggests that community boards are a valuable part of the system of local government. It identifies that they facilitate community involvement in local decision-making and are responsible for a number of local initiatives. However, the report suggests that many boards are under utilised and could be given greater opportunities to contribute to council processes.

The report presents some good practice guidelines for formulating positive working relationships between a territorial authority and community board/s. This will help inform the Community Boards' Executive Committee's ongoing programme of activities and training.



Yvonne Palmer  
Chair  
Community Boards' Executive Committee  
Local Government New Zealand

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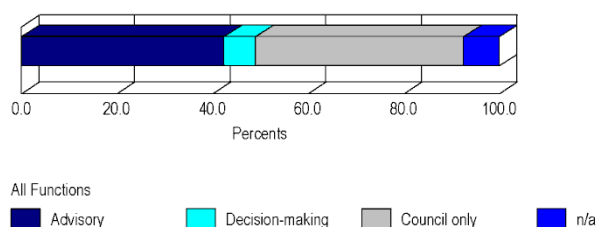
## EXECUTIVE SUMMARY

1. Community boards came into being in 1989 as a result of local government reforms. One hundred and forty four community boards now operate in both urban and rural areas within local authorities throughout New Zealand.
2. Each community board represents the interests of a particular community. Communities may be established in any part of the district where no other community already exists. These communities are geographically based with defined boundaries which coincide with statistical mesh block areas.
3. Section 52 of the Local Government Act 2002 sets out the role of the community board, which is to:
  - represent and act as an advocate for the interests of the community
  - consider and report on any matter referred to it by the territorial authority and any issues of interest to the community board
  - make an annual submission to the territorial authority on expenditure in the local authority
  - maintain an overview of services provided by the territorial authority within the community
  - communicate with community organisations and special interest groups in the community
  - undertake any other responsibilities delegated by the local authority.
4. This project was commissioned by Local Government New Zealand (LGNZ) on behalf of the Community Board Executive Committee to examine the roles and functions of community boards. The Department of Internal Affairs undertook studies of community board functions in 1991 and 1995. The Community Boards' Executive Committee of Local Government New Zealand believed that it was timely to undertake a follow-up study.
5. The objectives of the project were to:
  - identify the functions carried out by community boards
  - describe community board satisfaction with the working relationships between councils and communities boards
  - identify if and how the functions of community boards have changed over time (compared with findings of the 1991 and 1995 studies).
6. This study spanned two council terms (the end of the 2003-2007 and early 2007-2010). This enabled the project to examine if there were any changes in the functions or relationships after the 2007 elections.
7. The research included:
  - survey of councils with community boards
  - survey of community boards
  - review of governance statements for 2003-2007 and 2007-2010
  - review of the reports on the 1991 and 1995 studies
  - interviews with councillors, community boards members and staff
  - discussions with Mike Reid of LGNZ, Yvonne Palmer and Mike Cohen of Community Boards' Executive Committee and participants at the Auckland Region Community Board Workshop (November 2007).

## Community Board Functions and Delegations

- The survey of councils found that among councils there was a wide variation in the number of decision-making and advisory powers delegated. Taken overall, in 45% of the cases community boards had advisory roles; in 7% of the cases community boards had a decision-making role; in 46% of cases only the council attended to the function.

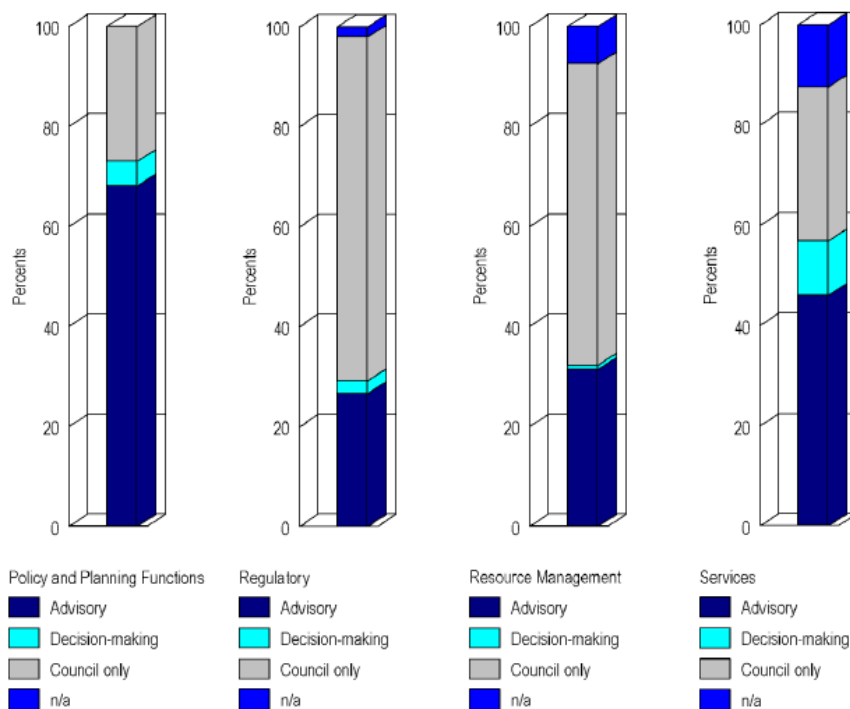
**Functions Overall**



- Survey and interview responses suggested that advisory roles range from formal advisory roles to adhoc roles. It appears that it was often at the discretion of council officers, council committees or council meetings whether community board advice was sought on a particular matter.
- Some councils also had alternative mechanisms in place seeking community advice, including advisory and ward committees.

11. The survey found that there was a variation in delegation of decision-making and advisory roles across functional areas:
  - community boards most often exercised advisory roles in policy and planning functions. However, decision-making roles in planning and policy were rarely delegated to community boards
  - regulatory functions were the least common category of functions carried out by community boards in either an advisory or decision-making capacity. Regulatory functions were largely performed by councils only. Where roles were delegated to community boards these were largely formal or informal advisory roles
  - resource management functions were largely performed by councils only. Only two councils identified that their community boards had decision-making roles in resource management functions
  - community boards most often exercised advisory roles in service delivery functions. However, this was the area where community boards were more likely to have delegated decision-making, particularly concerning community centres and halls, community grants, sports and recreation activities, and parks, reserves and gardens.

### Community Board Roles



12. The review of governance statements suggests there were no significant changes in functions carried out by community boards planned for the 2007-2010 triennial.
13. The Department of Internal Affairs undertook studies of community board functions in 1991 and 1995. Although there were some differences in the three studies some comparisons can be made.

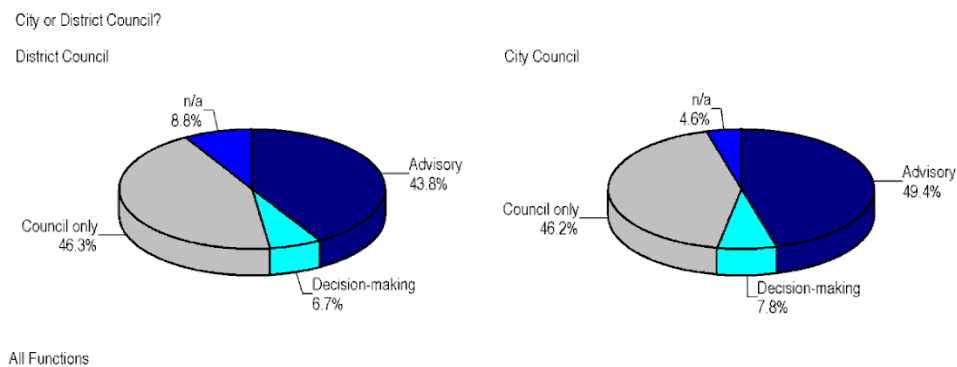
14. Overall it appears that councils were less likely to delegate decision-making or advisory roles to community boards in 2007 than in 1995. There was a significant reduction in the number of community boards that had a decision-making role from 1995 to 2007. In most functional areas community boards also had fewer advisory roles in 2007 than in 1995.

15. The 1995 survey found:

- urban community boards tended to have more delegated functions than others had, both in an advisory and a decision-making capacity, although there were some rural exceptions
- councils tended to delegate more decision-making functions in places where community boards covered the whole area of the district.

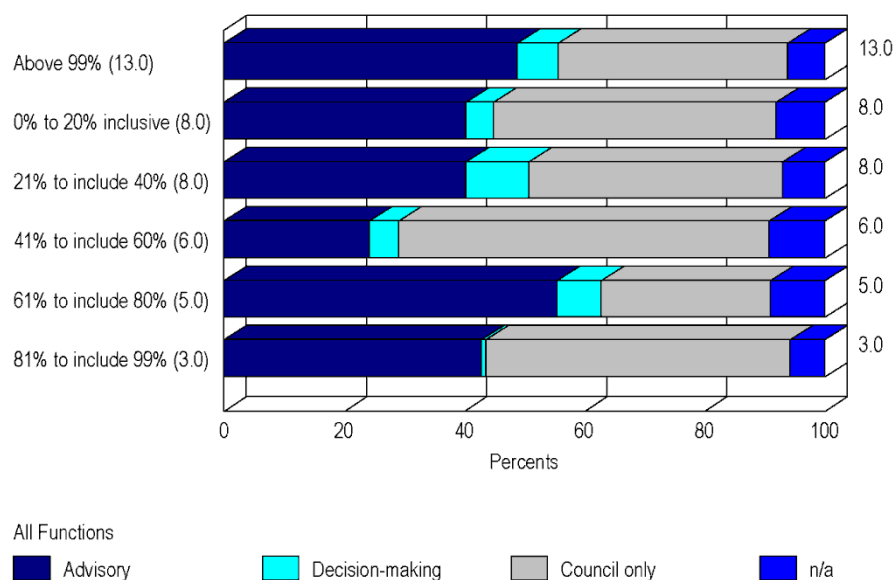
16. In 2007 the difference between levels of delegation between city and district councils was relatively insignificant.

**Figure 1: Comparison of Delegations between City and District Councils**



17. In 2007 it did not appear that councils delegated more decision-making functions if their community boards covered the whole area of the district.

**Figure 2: Comparison of Delegations by Percent Coverage of Community Boards**



## Community Board Satisfaction with the Council Relationship

18. The study indicated that the majority of respondents (65%) were satisfied with the overall relationship between their board and council.
19. A sizeable minority of respondents (35%) indicated that they were dissatisfied. Satisfaction with the overall working relationship was not necessarily directly related to the level of delegations the council had made to the board.
20. In some cases it appears that relationships between councils and community boards were influenced by the attitude and behaviour of council officers. Most respondents were satisfied with the support they received from their dedicated staff and/or secretariat, however, it appears that a number of community boards were dissatisfied with the information they received from other council units.
21. Remuneration processes appear to have strained relationships between councils and community boards.

## Summary

22. The Local Government Act 2002 includes a number of provisions that one could expect to impact on roles and relationships of community boards:
  - role of community boards (s.52)
  - decision-making and considering community views (Part 6)
  - principles of consultation (s.82)
  - community outcomes (s.91) and planning provisions (s.93).
23. It could be expected that as a result of these provisions community boards would have
  - a greater advisory role across a broader range of functions
  - an increased involvement in advising on policy development and decision-making
  - an increased involvement in consultation and community engagement processes
  - a key role in development of community outcomes
  - an increased involvement in community development activities
  - reduced regulatory functions
  - a strong relationship with their council.
24. This research indicated that this was not the situation. Community boards appear to have fewer delegations in 2007 than in 1995. Their advisory roles were often at the discretion of councils or council officers.
25. While community boards are in an ideal position to reflect the views of their communities in the decision-making process, most boards did not appear to play a significant role in planning or managing council consultation processes.
26. A number of community boards had commented on draft community outcomes, however, few community boards were actively involved in developing the community outcome process or facilitating community input into the outcome identification.
27. The research suggested that councils had formal procedures whereby community boards could comment on LTCCPs and annual plans. In some cases this was limited to the community boards making a submission alongside community groups and residents. There were only a few cases where community boards had had input into the processes themselves.

28. Previous studies and guidelines have suggested a number of good practice elements, including:
- clear expectations, including specific delegations, on a board's role and responsibilities
  - clear mechanisms and protocols governing council/board information exchange
  - active community involvement in local matters.
29. They also suggested that community boards should have:
- meaningful delegations
  - adequate financial resourcing
  - dedicated support
  - effective communication mechanisms.
30. This research identified that these remain as good practice elements. It also highlighted the importance of good consultation and communication processes, including:
- community boards being involved and informed early in decision-making processes
  - community boards being involved in planning and managing processes rather than simply being consulted on proposals
  - community boards being given adequate information of what is proposed and adequate time to respond
  - community boards having time and opportunities to seek the views of their communities so they are able to represent and reflect these views
  - councils giving due consideration to the views expressed by community boards
  - recognition that district-wide or metropolitan issues affect community boards and are of interest to them
  - multiple channels and methods to involve and seek advice from community boards i.e. reports to boards; co-opting board representatives on to working parties, advisory boards, adhoc committees and standing committees; invitations to attend and / or speak at council meetings; regular meetings between boards and council etc.
31. Despite some relationship issues, most community boards were able to provide examples of significant achievements which presumably had a major impact on community well-being and democracy.

## BACKGROUND

### Historical Development of Community Boards

32. Community boards came into being in 1989 as a result of local government reforms. Up until 1987 local government remained unaffected by government restructuring. However, in 1987, on commencing its second term of office, the Labour Government's *Economic Statement* included an announcement of a major review of local government.
33. On 17 December 1987, the Minister of Local Government, Hon Michael Bassett announced that there would be “a complete and comprehensive reform of all aspects of local government – functions, structure, funding, organisation and accountability” (Bassett, 1987). The government's discussion paper, *Reform of Local Government*, on the reform of local and regional government, noted, “operational efficiencies are desirable. There is a case for local authorities to be amalgamated if there are gains, for example, from economies of scale” (Officials Co-ordinating Committee on Local Government, 1988; Reid, 2002).
34. In 1988 the Local Government Amendment (No.3) Bill was introduced, and in 1989 Parliament passed it into law. The Local Government Act 1989 divided New Zealand into 12 regions each with a regional council. The country was again divided into 74 areas whose boundaries were drawn, as far as possible, to include large enough population groups within common areas.<sup>1</sup> These areas were given either a ‘city’ or ‘district’ title depending on the number of people living within their urban boundaries, and whether it was a major centre within the region. Existing councils were required to amalgamate into larger units, without reference to polls of electors (a barrier to reorganisation in the past). The Act also brought the functions of local ad hoc bodies under central government policy and control<sup>2</sup> (Bassett, 1987; Bassett, 1997).
35. By 1990s there were 12 regional councils and 74 territorial authorities (district and city councils), including four unitary authorities.
36. The areas of some of the smaller authorities became communities with community boards within the new larger districts. The legislation made ward representation and community boards mandatory for territorial authorities (TAs) with populations over 20,000.
37. While amalgamation and cleaning up boundaries were important features of the reforms, they also had additional objectives, such as the enhancement of local democracy through greater citizen participation.

*The framework sought to reconcile a number of ultimately competing policy principles and subsequently set the context and agenda that would play out in subsequent reform initiatives throughout the decade. It sought to bolster the quality of democratic leadership while at the same time limiting the freedom of elected members to act as their communities' representatives. It encouraged participation and public deliberation, while at the same time effectively removing a number of functions, such as ports, airports and trading enterprises, from the public or democratic domain (Reid, 2002).*

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<sup>1</sup> The number of TLAs was reduced from 205 (to 74) and over 400 'special purpose' boards and all elected power boards were abolished.

<sup>2</sup> The number of TLAs was reduced from 205 (to 74) and over 400 'special purpose' boards and all elected power boards were abolished.

38. Community boards become one vehicle through which councils engaged with citizens and sought greater democratic participation.
39. Each community board represented the interests of a particular community. Community boards maintained an overview of such things as roadworks, water supply, sewerage, stormwater drainage, parks, recreational facilities, community activities and traffic management within their areas.
40. Community boards also made submissions to the council's budget process regarding expenditure within their communities, as well as communicating with community organisations and special interest groups in their areas.
41. Ward representation and community boards became optional again in 1991 under the then National Government.

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## ROLE OF COMMUNITY BOARDS UNDER THE LOCAL GOVERNMENT ACT 2002

42. Some 144 community boards<sup>3</sup> now operate in both urban and rural areas within local authorities throughout New Zealand.
43. Each community board represents the interests of a particular community. Communities may be established in any part of the district where no other community already exists. The Local Government Act 2002 defines community as an area constituted in any part of the district in accordance with the Act. These communities are geographically based with defined boundaries which coincide with statistical mesh block areas.
44. Section 52 of the Local Government Act 2002 sets out the role of the community board, which is to:
  - represent and act as an advocate for the interests of the community
  - consider and report on any matter referred to it by the territorial authority and any issues of interest to the community board
  - make an annual submission to the territorial authority on expenditure in the local authority
  - maintain an overview of services provided by the territorial authority within the community
  - communicate with community organisations and special interest groups in the community
  - undertake any other responsibilities delegated by the local authority.
45. The addition of the new purpose (a) “to represent and act as an advocate for the interests of the community” largely reflected what had become common practice and shared understanding about the role of community boards – that of advocate.
46. The wording of sub-section (d) refers to all council services delivered within a community. This wording is consistent with an empowering approach and broadened the scope of a community board to comment on any council service, not just the previously prescribed list (in 1974 legislation).

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<sup>3</sup> Only 143 community boards existed at the time the surveys were conducted.

47. In addition to the functions specified in Section 52, the Local Government Act 2002 gave local authorities wide powers to delegate matters to community boards. It also places a legal requirement on councils to consider what responsibilities should be delegated to boards.
48. The Act states that a council “must consider whether or not to delegate to a community board if the delegation would enable the community board to best achieve its role” (Schedule 7, Cl.32(7)).
49. The Act does not specify how frequently this should occur. LGNZ believe it would be both practical and reasonable to expect a council to consider this question when agreeing its delegations immediately after a triennial election, usually during the process of adopting the council’s “Governance Statement”. Such Statements must include a description of delegations made by the council.

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## LEGAL STATUS AND POWERS OF COMMUNITY BOARDS

50. Community Boards are not autonomous bodies. Their functions, duties and powers are delegated to them by the Council. They must operate within governing legislation, including processes contained in the Local Government Official Information and Meetings Act 1987 as well as the Local Government Act 2002.
51. The Local Government Act 2002 states that community boards are “unincorporated” bodies and not a local authority nor a committee of a local authority (Section 51).
52. This definition reflects the practice of councils since community boards were first established and the description of boards as unincorporated bodies is unlikely to have any practical implications for the way in which community boards operate.
53. A community board can only exercise powers that are delegated by the local authority or are prescribed by Order in Council. There are also some things that councils cannot delegate to a community board, such as the power to buy, sell or lease property, or hire and fire staff.
  1. A community board has the powers that are:
    - (a) delegated to it by the relevant territorial authority in accordance with clause 32 of Schedule 7
    - (b) prescribed by the Order in Council constituting its community.
  2. The powers of a Community Board prescribed by Order in Council expire at the close of 6 years after the order comes into force.
  3. Despite subsection (1), a community board may not:
    - (a) acquire, hold, or dispose of property
    - (b) appoint, suspend, or remove staff (section 53).

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## REPRESENTATION ARRANGEMENTS

54. Every six years councils in New Zealand review their representation arrangements, following a process contained in the Local Electoral Act 2001. One of the principles that the Act is designed to implement is the “fair and effective representation for individuals and communities”.
55. It provides councils with the power to establish Maori wards and have a mix of elections “at large” and with wards at the same time.
56. The Act requires councils to undertake a review of whether or not there should be community boards and if so, the nature of any community board - that is its boundaries, whether to have sub-divisions and the nature of its membership.
57. The Act requires those councils which do not have community boards to consider whether or not they should be introduced in order to achieve effective representation.
58. The Local Government Commission has published a guide entitled “Guidelines to Assist Local Authorities in Undertaking Representation Reviews” which explains the key factors to be taken into account when councils determine their representation proposals. These principles are outlined in Part 4 of the Local Electoral Act 2001. The three factors are:
  - community of interest
  - effective representation
  - fair representation.

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## MEMBERSHIP OF COMMUNITY BOARDS

59. The Local Government Act 2002 states that each community board is to consist of no fewer than four members, no more than 12 members, and must include at least four elected members. Boards may include appointed members. Each council, as part of their representation review, will determine whether there will be appointed members and, if so, the number.
60. The 2002 Act provisions state that the number of appointed members must be “less than half the total number of members”. The total number of members includes both elected and appointed members.
61. The local authority may only appoint to a community board people who are members of the local authority, and if there are wards, members who represent the ward in which the community is located.

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## STANDING FOR COUNCIL AND COMMUNITY BOARDS

62. Candidates may stand for both a community board and a council, but if elected to both are deemed to have vacated the community board position and to have been elected to the council only.
63. Council staff can stand for and be elected to a community board. They may also stand for election to a local authority, but if elected must resign from their position with that authority if they intend to take up the position.

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## COST OF COMMUNITY BOARDS

64. The Local Government Act 2002 requires that the local authority must provide the necessary administrative and other facilities to its community boards (Schedule 7 S38).
65. "Necessary" should be understood in the context of "necessary to fulfil a board's statutory purpose as set out in Section 52, as well as any powers delegated to it by its local authority. This includes administrative costs in providing support to community boards that mainly relate to supporting the meetings. For example, preparing and distributing agendas for the meetings, minutes of the meetings, and additional officer time in preparing reports for the meetings.
66. The Act includes a requirement on chief executives to provide advice to community boards. This is specified in Section 42(2)(b) which reads:

*A chief executive ..... is responsible to his or her local authority for ....providing advice to members of the local authority and to its community boards, if any...*
67. This places an onus on the chief executive to ensure that community boards have access to appropriate professional advice. In the end it is the CEO who determines the level of appropriateness.
68. The local authority must pay the expenses of the board from the general revenue of the district, although the local authority may fix a limit on such expenditure.

### Salaries and Expenses

69. The Remuneration Authority sets the rules for payment of salaries and expenses to elected members, including community board members.

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## GOOD PRACTICE

70. Based on experience, Local Government New Zealand (2007) identified some key elements of success for community boards:
- clear expectations, including specific delegations, on a board's role and responsibilities
  - clear mechanisms and protocols governing council/board information exchange
  - active community involvement in local matters.
71. It also suggested that community boards should have:
- meaningful delegations
  - adequate financial resourcing
  - dedicated support
  - effective communication mechanisms.

## RESEARCH METHODOLOGY

72. The Department of Internal Affairs undertook studies of community board functions in 1991 and 1995. The Community Board Executive Committee of Local Government New Zealand (LGNZ) believed that it was timely to undertake a follow-up study.
73. The project involved qualitative and quantitative data gathering, including
  - survey of community boards (143)<sup>4</sup>
  - survey of district and city councils with community boards (46)
  - analysis of key documents, for example councils' Governance Statements
  - interviews (semi-structured) with key informants and representatives of councils and community boards.
74. It was initially intended that the project would commence after the 2007 triennial elections. The Executive Committee decided to undertake phase one prior to the 2007 triennial elections. It was acknowledged there was a risk that the response rate to surveys may be low due to the focus on elections.

### Council Survey

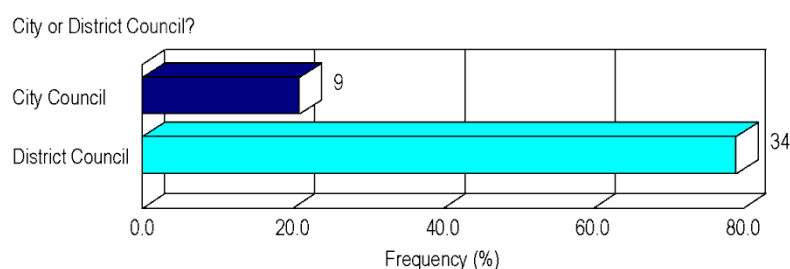
75. A survey was sent to all councils which had one or more community boards. It sought information regarding the functions delegated to community boards along with some information regarding board servicing and support arrangements.
76. Based on the 1991 and 1995 surveys, the questionnaires listed 46 functions. Functions were divided into:
  - planning and policy
  - regulatory
  - resource management
  - services
  - rates.
77. This research repeated a number of the questions used in the first two studies in an attempt to discover what changes had occurred in the intervening years.
78. Some additional questions were included because since the earlier surveys there had been major legislative changes which were expected to impact on the roles and relationship of community boards.
79. Councils were also asked to identify any additional functions not listed in the questionnaire which their community boards undertook.
80. For each function councils were asked to identify if the community boards had
  - an advisory role
  - a decision-making role
  - no role (i.e. function carried out by council only) or,
  - if the function was not applicable to the council.

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<sup>4</sup> At the time the survey was conducted 143 community boards existed. Subsequently a new community board has been formed in Rotorua.

81. Councils were given three options – to respond to the postal survey (sent to all councils); electronically (via an email version sent to councils); or via a website.
82. Four follow-ups (by letter and email) were made to councils to seek response. Phone calls were made to four councils who had not responded after these follow-ups.
83. Forty three of the 46 eligible councils responded (a response rate of 93%). Two councils did not respond; Horowhenua District Council and Western Bay of Plenty District Council. Central Otago District Council responded with an email stating that it was unable to complete a survey. Responses comprised nine city councils and 34 district councils

Figure 3: Responses



### Community Board Survey

84. A survey was also sent to community boards. The survey identified a number of key arrangements and processes, including:
  - representation arrangements
  - delegation of functions to the community board
  - allocation of discretionary funding to the community board
  - allocation of grant funding to the community board to distribute
  - level of administrative support to the community board
  - information provision by the council to the community board
  - information provision by the council units/staff to the community board
  - interaction between community boards in the district
  - consultation processes involving the community.
85. Community boards were asked to rate whether they were very satisfied; satisfied; dissatisfied or very dissatisfied; with a range of arrangements and relationships.
86. The survey also identified a number of key council planning and decision-making processes and asked community boards to rate their satisfaction with their opportunities to participate in these decisions.
87. Community boards were asked to identify their key achievements over 2004-2007. They were also asked what they believed should be the key roles and functions of community boards and of the Community Boards' Executive Committee.

88. Community boards were given the option of responding to the postal survey or via the website. Community boards were also given the option to respond as a board or as individual members.
89. Forty seven community boards responded (a 34% response rate). This response provides a snapshot of some community boards' views. However, the findings alone cannot be extrapolated to draw conclusions about community boards in New Zealand overall. For this reason the research also included interviews and reviews of other literature.

### Interviews

90. Twenty-two interviews were held with community board, councillors and/or council officials from 12 districts.
91. These interviews sought to clarify some of the findings and explore some of the key themes emerging from the surveys. The interviews included questions on:
  - the nature and extend of the advisory role carried out be community boards
  - the level of officer and council discretion regarding when and how community board advice was sought
  - community board roles in community outcome processes
  - community board roles in community consultation processes
  - alternative structure used to represent and act as an advocate for the interests of the community.
92. Interviews were also conducted with Mike Reid from Local Government New Zealand and Yvonne Palmer, Chair of Community Boards' Executive Committee.
93. Informal discussion was also held with community board members at the Auckland Region Community Board Workshop in November 2007 and with Mike Cohen, Deputy Chair of Community Boards' Executive Committee.

### Review of Governance Statements

94. Copies of councils' governance statements were reviewed to identify how councils described the role and functions of community boards.
95. Two sets of governance statements were reviewed: 2004-2007 governance statements and 2007- 2210 governance statements.

## KEY FINDINGS FROM THE RESEARCH

96. This section reports on the findings from the surveys of councils and community boards. Where appropriate the section compares the findings from the recent surveys with those conducted in the 1990s.
97. The section also includes a summary of the key findings from the interviews held with community board, councillors and/or council officials.

## FINDINGS FROM COUNCIL SURVEY

98. The section relies on information provided by territorial authorities in their survey responses. Forty three of the 46 eligible councils responded (a response rate of 93%).

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### NUMBER OF COMMUNITY BOARDS

99. Thirty seven of the 57 district councils in New Zealand had community boards: 13 district councils only had one community board; 10 had two community boards, five had three boards; five had four boards; three had five boards and one (Southland District Council) had 12 community boards (a total of 95 community boards).
100. Nine of the 16 city councils had community boards; ranging from one board to 10 boards (a total of 48 community boards).

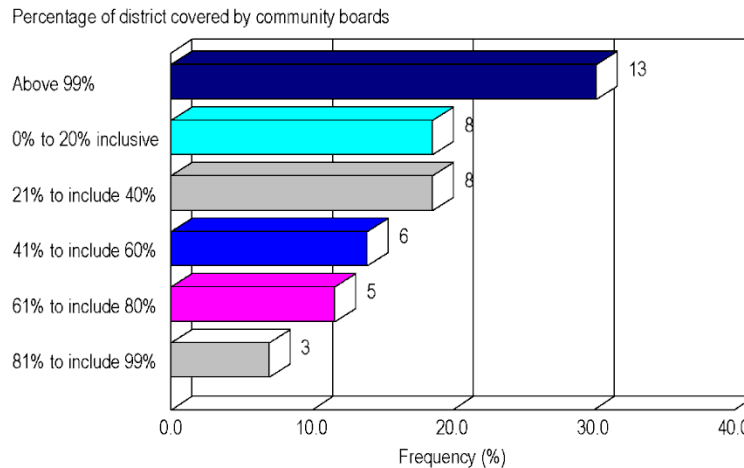
District Councils	# of Boards	City Council	# of Boards
Ashburton District Council	1	Auckland City Council	10
Buller District Council	1	Christchurch City Council	8
Central Otago District Council	5	Dunedin City Council	6
Clutha District Council	2	Hutt City Council	3
Far North District Council	3	Invercargill City Council	1
Franklin District Council	2	Manukau City Council	8
Gore District Council	1	North Shore City Council	6
Grey District Council	1	Waitakere City Council	4
Hastings District Council	1	Wellington City Council	2
Horowhenua District Council	1		
Hurunui District Council	1		
Kapiti Coast District Council	4		
Mackenzie District Council	3		
Matamata-Piako District Council	3		
New Plymouth District Council	4		
Opotiki District Council	1		
Otorohanga District Council	2		
Queenstown-Lakes District Council	1		
Rangitikei District Council	2		
Ruapehu District Council	2		
Selwyn District Council	2		
South Taranaki District Council	4		
South Waikato District Council	1		
South Wairarapa District Council	3		
Southland District Council	12		
Tararua District Council	2		
Tasman District Council	2		
Taupo District Council	1		
Thames-Coromandel District Council	5		
Timaru District Council	3		
Waikato District Council	4		
Waimakariri District Council	1		
Waipa District Council	2		
Waitaki District Council	2		
Wanganui District Council	1		
Western Bay of Plenty District Council	5		
Whakatane District Council	5		

101. A list of all the community boards is included in Appendix 1.

## COVERAGE BY COMMUNITY BOARDS

102. Councils were asked to identify whether community boards covered the whole of the council's district. Figure 5 provides a summary of council responses regarding community board coverage in each district.

Figure 4: Percentage of District Coverage by Community Boards



103. Most councils used geographical coverage of the district by community boards to estimate the coverage by community boards. However, some councils referred to the proportion of the population represented by community boards.

104. Thirteen councils reported that their community boards gave full coverage of the district (28% of the districts with community boards):

- Auckland City Council
- Christchurch City Council
- Far North District Council
- Kapiti Coast District Council
- Mackenzie District Council
- Manukau City Council
- Matamata-Piako District Council
- North Shore City Council
- South Taranaki District Council
- South Wairarapa District Council
- Thames-Coromandel District Council
- Waitakere City Council
- Whakatane District Council.

105. Two other councils had community boards giving substantial coverage of the district. Wanganui District Council and Dunedin City Council both had 98% coverage (based on geographical a coverage).

106. Three councils did not respond to the survey (Horowhenua District Council, Western Bay of Plenty District Council and Central Otago District Council). However, the Governance Statements of these councils indicate that:
- Horowhenua had one community board (Foxton Community Board)
  - Western Bay of Plenty District Council had five community boards which appear to have covered the whole district
  - Central Otago District Council had five community boards which covers the whole district.<sup>5</sup>
107. The size of population serviced by community boards varied greatly. Some community boards served populations of over 50,000 (for example community boards in Christchurch and Waitakere City Councils and Manurewa Community Board in Manukau City Council).
108. In contrast, some rural community boards served communities of under 500 people (for example Kawhai Community Board in Otorohanga District Council, Ratana Community Board in Rangitikei District Council, and Tekapo Community Board in MacKenzie District Council).

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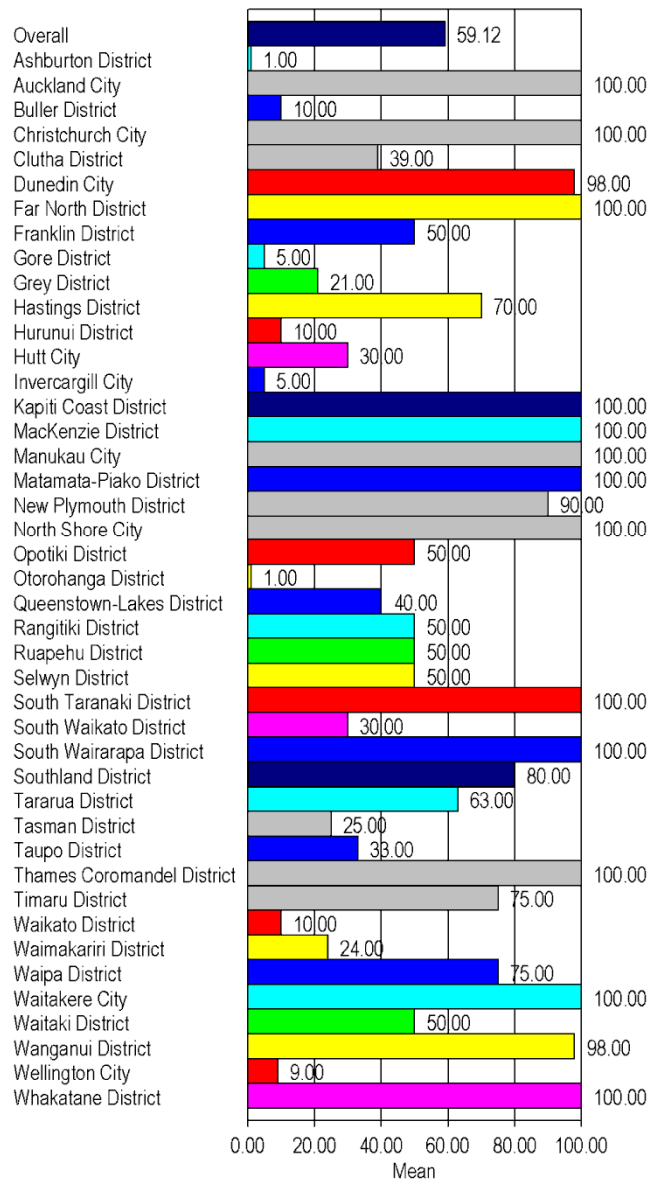
<sup>5</sup> The Annual Plan 2007/08 indicated that Central Otago had five community boards (Alexandra, Earnsclough/Manuherikia, Cromwell, Maniototo and Roxburgh) but that the Local Government Commission reduced this to four, effective from October 2007.

Figure 5: Percentage of district covered by community boards

Percentage of district covered by community boards

Mean

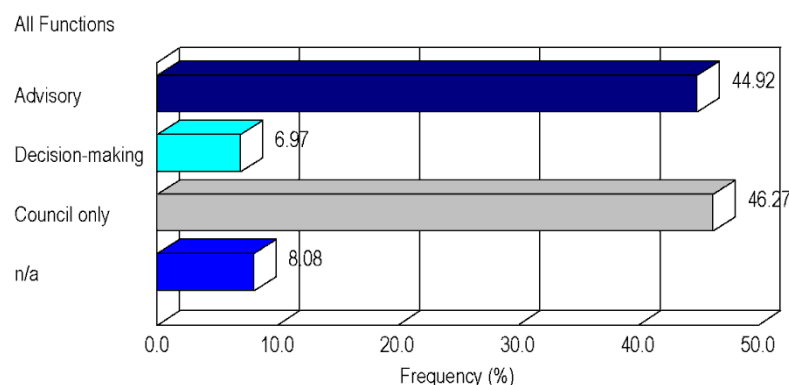
Name of Territorial Authority



## FUNCTIONS OF COMMUNITY BOARDS

109. Taken overall, in 45% of the cases community boards had advisory roles; in 7% of the cases community boards had a decision-making role; in 46% of cases only the council attended to the function. As shown in Figure 6, there were a further 8% of cases in which neither the council nor community board were involved.

Figure 6: Community Board Functions



110. The table below summarises the information provided by the 43 councils about the functions carried out by the community boards within their districts.

Functions <sup>6</sup>	Advisory	Decision-making	Council only	Not applicable
Development of Governance Statements	37.2%	2.3%	60.5%	0.0%
Preparation of LTCCP	78.6%	4.8%	21.4%	0.0%
Preparation of Annual Plan/Report	69.8%	7.0%	27.9%	0.0%
Development of Community Outcomes	74.4%	2.3%	23.3%	0.0%
Community Consultation	88.4%	14.0%	4.7%	0.0%
Policy/Bylaw Development	73.8%	0.0%	31.0%	0.0%
Building Controls	16.7%	0.0%	83.3%	0.0%
Dog Registration and Hydatids Control	23.3%	2.3%	69.8%	4.7%
Health inspection	18.6%	0.0%	79.1%	2.3%
Noise Control	20.9%	0.0%	81.4%	0.0%
Liquor Licensing	25.6%	2.3%	76.7%	0.0%
Gambling Consents	21.4%	0.0%	78.6%	2.4%
Traffic Control	41.9%	16.3%	51.2%	2.3%
Civil Defence	42.9%	2.4%	61.9%	0.0%
Fire Prevention	37.2%	0.0%	58.1%	7.0%
Preparation of District Plan	60.5%	2.3%	46.5%	0.0%
Designation (District Plan)	33.3%	2.4%	4.3%	2.4%
Enforcement of District Plan	23.3%	0.0%	83.7%	0.0%
Control of Subdivisions	39.5%	0.0%	67.4%	2.3%
Control of Activities on Rivers and Lakes	18.6%	2.3%	55.8%	27.9%
Natural Hazards Protection	27.91%	0.0%	58.4%	3.95%

<sup>6</sup> Functions are based on those identified in the 1991 and 1995 surveys.

Functions <sup>6</sup>	Advisory	Decision-making	Council only	Not applicable
Hazardous Substances Protection	19.0%	0.0%	73.8%	7.1%
Heritage Orders	39.5%	0.0%	55.8%	7.0%
Harbour Works	25.6%	4.7%	11.6%	60.5%
Road Works	76.7%	14.0%	25.6%	2.3%
Land Drainage	44.2%	7.0%	30.2%	23.3%
Refuse Collection	69.8%	2.3%	39.5%	0.0%
Sewage and Storm Water Drainage	60.5%	16.3%	32.6%	0.0%
Trade Waste	37.2%	2.3%	60.5%	2.3%
Water Supply	67.4%	14.0%	30.2%	0.0%
Water Race	21.4%	2.4%	31.0%	45.2%
Vehicle Testing	2.3%	0.0%	11.6%	86.0%
Parks, Reserves, Camping Gardens, Gardens	76.7%	25.6%	9.3%	7.0%
Cemeteries	60.5%	11.6%	39.5%	0.0%
Sports and Recreation Activities	65.1%	23.3%	18.6%	2.3%
Sporting Facilities	74.4%	18.6%	20.9%	2.3%
Community Centres and Halls	76.2%	23.8%	11.9%	2.4%
Community Grants	26.2%	59.5%	31.0%	2.4%
Tourism, Information Centre	53.5%	2.3%	46.5%	4.7%
Libraries	60.5%	4.7%	37.2%	2.3%
Housing/Accommodation	39.5%	9.3%	48.8%	9.3%
Employment Promotion	25.6%	0.0%	53.5%	23.3%
Economic Development	45.2%	2.4%	53.5%	7.0%
Provision of Public Information	42.9%	4.8%	61.9%	0.0%
Advising on Other Financial Matters	35.7%	4.8% <sup>7</sup>	64.3%	0.0%

111. While the findings indicate that community boards had a significant advisory role, comments made by both councils and community boards suggest that there was wide variation in the advisory powers and processes. In some cases it appears that there were formal requirements that advice was sought from community boards prior to decisions being made. In others it appears that officers had discretion about whether community boards' advice was sought.
112. Similarly, it appears that in some cases there was discretion about the processes used to seek advice from community boards, for example whether this was done through a formal process at community board meetings (i.e. at report to the community board); by seeking verbal or email comment directly from board chairs or members; or by inviting community board representatives to join working parties, standing committees or advisory groups.
113. The following sections examine these functions in more detail. Functions have been grouped into four functional areas:
- planning and policy
  - regulatory
  - resource management
  - services.

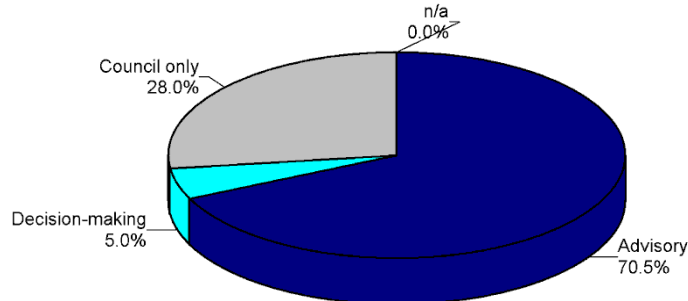
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<sup>7</sup> The community boards do not have delegated authority to set rates.

## PLANNING AND POLICY

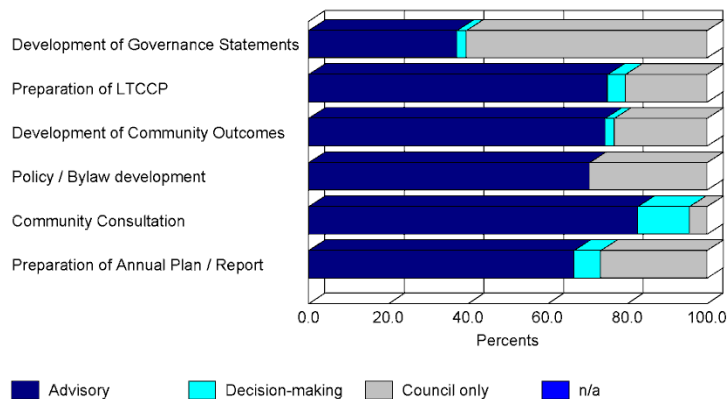
114. Overall community boards tended to have a large advisory role (70.5%) and relatively small decision-making role (5%) in planning and policy functions.

Figure 7: Community Boards' Involvement in Planning and Policy



115. Within this group of functions there were some areas where community boards had a greater role, for example community consultation. Figure 8 presents the community boards' role in the various planning functions.

Figure 8: Breakdown of Planning and Policy Functions



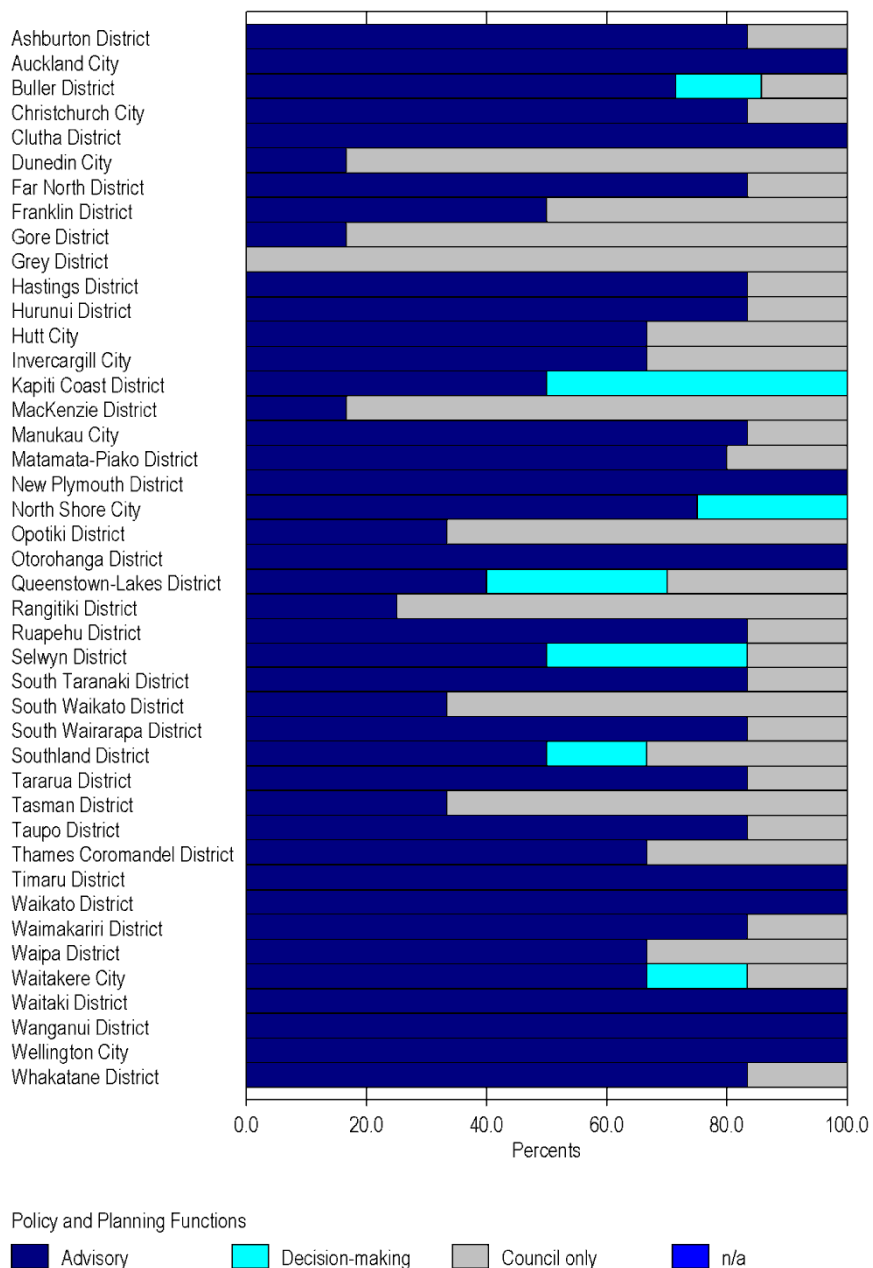
### Comparison between Councils

116. The level of delegation to community boards for policy and planning functions varied across territorial authorities:

- consultation - 88.4% of councils (38) identified that their community boards had an advisory role in consultation, whereas only 14% identified that their community boards had a decision-making role
- community outcomes - 74% of councils (32) identified that their community boards had an advisory role in developing community outcomes. Only 1 council identified that their community boards had a decision-making role
- LTCCP – 78.5% of councils (33) identified that their community boards had an advisory role in preparation of the LTCCP
- annual plan - 30 councils (70%) identified that their community boards had an advisory role in the annual plan and report
- governance statements – 16 councils (37%) identified that their community boards had an advisory role in the development of governance statements.

117. As discussed in paragraphs 111 and 112 the findings from the community board survey and the interviews suggest that the nature of the advisory role varied. In some cases it appears that whether community board advice was sought or not was at the discretion of council staff.
118. Seven councils identified that their community boards have delegated planning and policy decision-making roles, for example:
- Buller District Council identified that its community board had some decision-making functions in community consultation
  - Kapiti Coast District Council identified that its four community boards had some decision-making roles in developing community outcomes and community consultation
  - Northshore City Council identified that its six community boards had decision-making roles in the community consultation and aspects of preparation of the annual plan
  - Queenstown-Lakes District Council identified that it had delegated its community board (Wanaka) some advisory and decision-making functions in the areas of the LTCCP preparation, Annual Plan preparation and community consultations
  - Sewyn District Council identified that it had delegated its two community boards some advisory and decision-making functions in the areas of the LTCCP and Annual Plan preparation
  - Southland District Council identified that its community boards had decision-making powers in local community consultation
  - Waitakere City Council identified that it had delegated its four community boards some decision-making concerning consultation.

Figure 9: Delegation of Policy and Planning Functions by Council



Comparison with Previous Surveys in the 1990s

119. A number of the policy and planning functions were not identified in the 1991 and 1995 surveys as they are new council functions (since the Local Government Act 2002); for example, development of governance statements; preparations of LTCCPs and development of community outcomes.

120. However, the preparation of annual plans was identified in the 1995 and 2007 surveys. In 1995, 99% of community boards were involved in the preparation of Annual Plans (advisory or decision-making) and in only 1% of cases was this function performed by council only (with no involvement from the community board). By 2007, 25% of councils indicated that this was a council only function.

Figure 10: Comparison between Community Boards with Policy and Planning Functions in 1995 and 2007

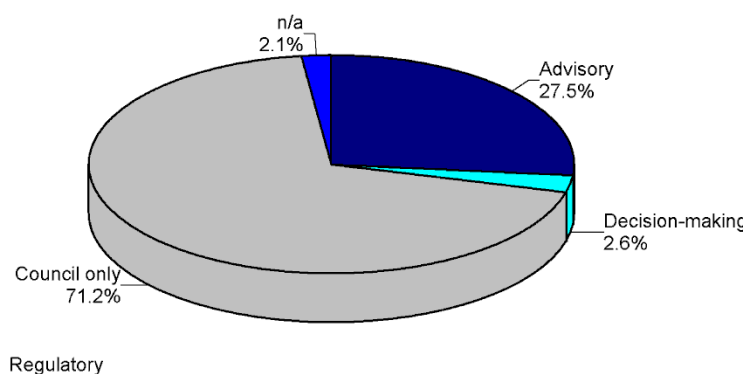
	Advisory				Decision-making			
	1995		2007		1995		2007	
	%	No	%	No	%	No	%	No
Preparation Annual Plans/ Reports	81%	116	77%	103	17%	25	7%	9

Note – Based on 143 community boards in 1995 and 133 community boards in 2007

## REGULATORY FUNCTIONS

121. The group of regulatory functions were largely performed by council only (71%). Where roles were delegated to community boards these were largely formal or informal advisory roles (27%) rather than decision-making roles (3%).

Figure 11: Community Boards' Involvement in Regulatory Functions

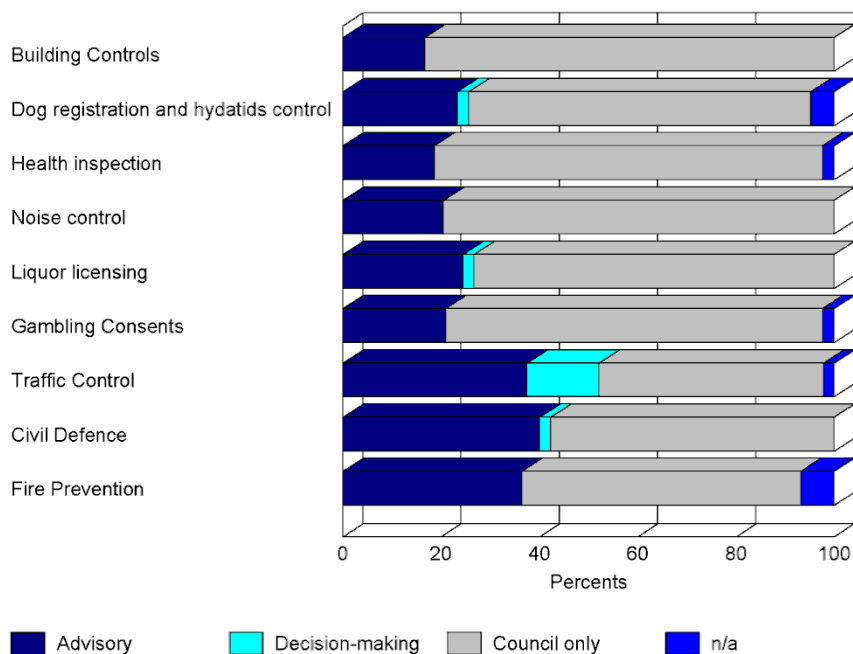


122. Regulatory Functions include:

- building controls
- dog registration and hydatids control
- health inspection
- noise control
- liquor licensing
- gambling consents
- traffic control
- civil defence
- fire prevention.

123. Delegations varied across these functions. Traffic control was the area where councils were more likely to have delegated both advisory and decision-making functions.

Figure 12: Breakdown of Regulatory Functions for all respondents



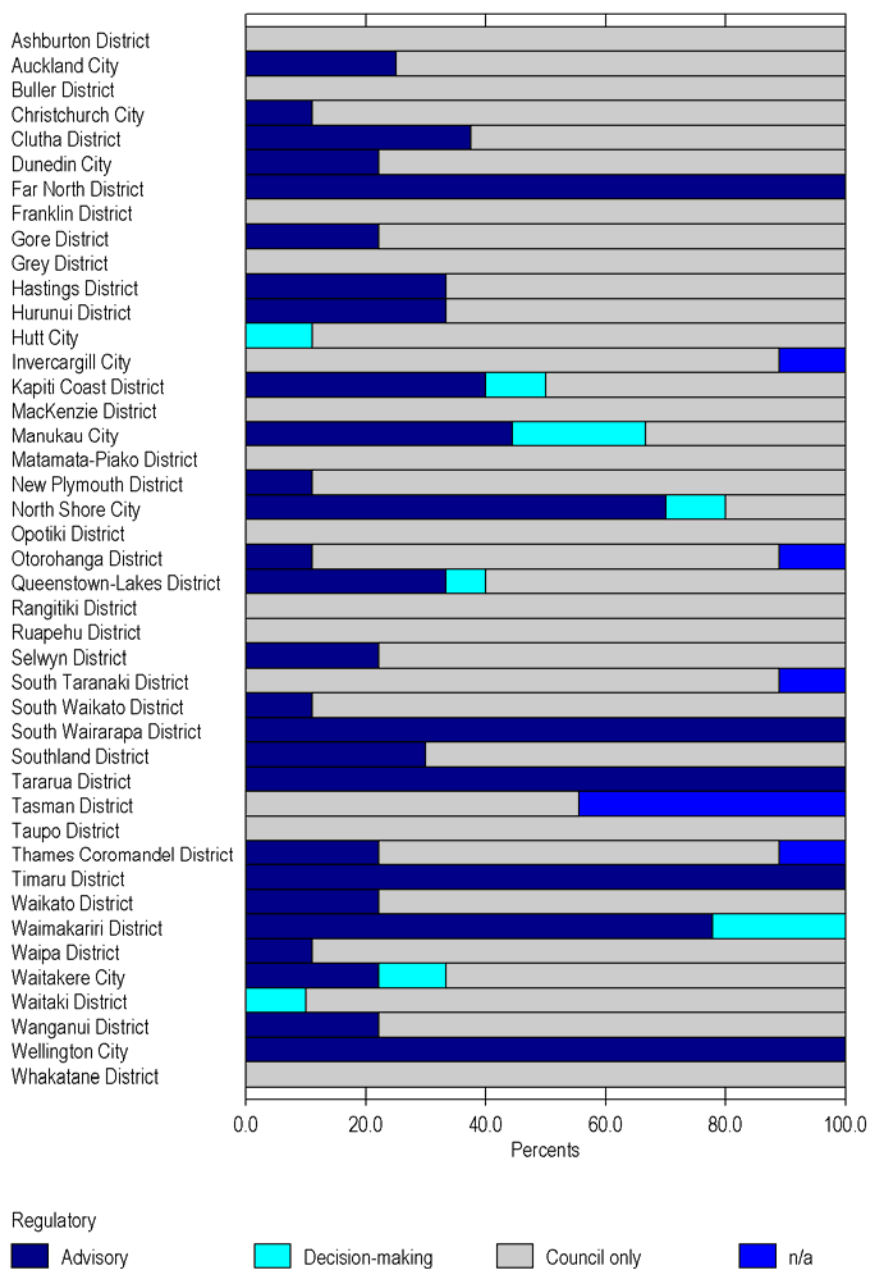
### Comparison between Councils

124. The level of delegation to community boards for regulatory functions varied across territorial authorities. Only seven councils identified that they had delegated decision-making roles in the regulatory area to their community boards:

- dog control - 1 council only (Manukau City Council– hearing objections to barking dogs)
- liquor licensing - 1 council only (Waimakariri District Council)
- traffic control - 7 councils (Waimakariri District Council, Hutt City Council, Kapiti Coast District Council, Manukau City Council, North Shore City Council, Queenstown Lakes District Council, Waitakere City Council)
- civil defence - 1 council only (Waitaki District Council).

125. No councils had delegated decision-making roles in the areas of building controls, health inspection, noise control and gambling or fire prevention.

Figure 13: Regulatory Delegations by Council



Comparison with Previous Surveys in the 1990s

126. It appears that community boards were more likely to be involved in regulatory functions in the 1990s than they were in 2007.

127. There were significant fewer decision-making roles delegated to community boards in 2007 compared with 1995.

Figure 14: Comparison of Regulatory Advisory Functions in 1995 and 2007

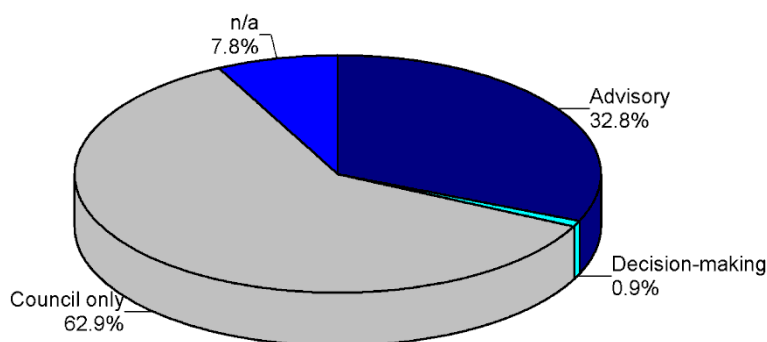
	Advisory				Decision-making			
	1995		2007		1995		2007	
	%	No	%	No	%	No	%	No
Building Controls	29%	41	14%	18	0	0	0	0
Dog Control & Registration	22%	31	18%	24	13%	18	6%	8
Health Inspection	25%	36	20%	27	0	0	0	0
Noise Control	29%	42	29%	39	11%	16	0	0
Liquor Licensing	36%	51	37%	49	4%	6	1%	1
Gambling Venues Consents	n/a	n/a	21%	28	n/a	n/a	0	0
Traffic Control	41%	59	42%	56	31%	32	20%	26
Civil Defence	48%	69	47%	62	1%	1	2%	2
Fire Prevention	22%	32	35%	47	0	0	0	0

Note – Based on 143 community boards in 1995 and 133 community boards in 2007

## RESOURCE MANAGEMENT FUNCTIONS

128. The group of resource management functions were largely performed by council only (62%). Where roles were delegated to community boards these were largely formal or informal advisory roles (33%) rather than decision-making roles (1%).

Figure 15: Community Boards' Involvement in Resource Management Functions

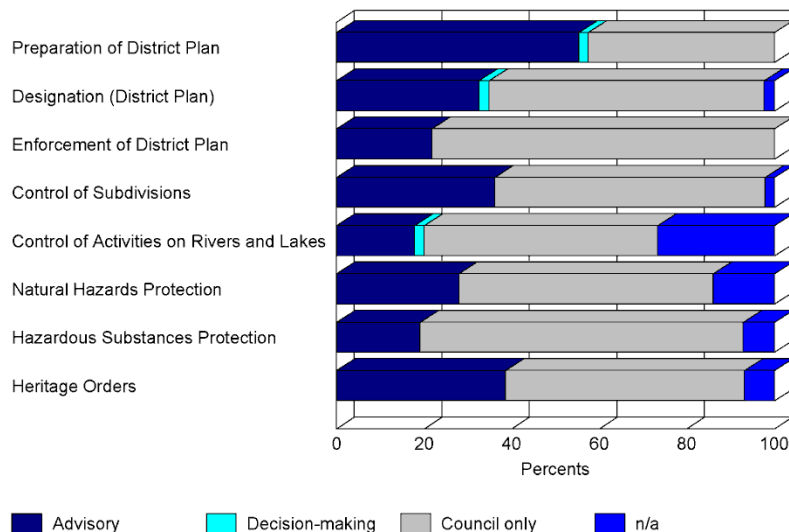


129. Resource management functions included:

- preparation of district plan
- decisions on designation (district plan)
- enforcement of district plan
- control of subdivisions
- control of activities on rivers and lakes
- natural hazards protection
- hazardous substances protection
- heritage orders.

130. Community boards were more likely to have a role in areas related to the preparation of the District Plan.

Figure 16: Breakdown of Delegations of Resource Management Functions



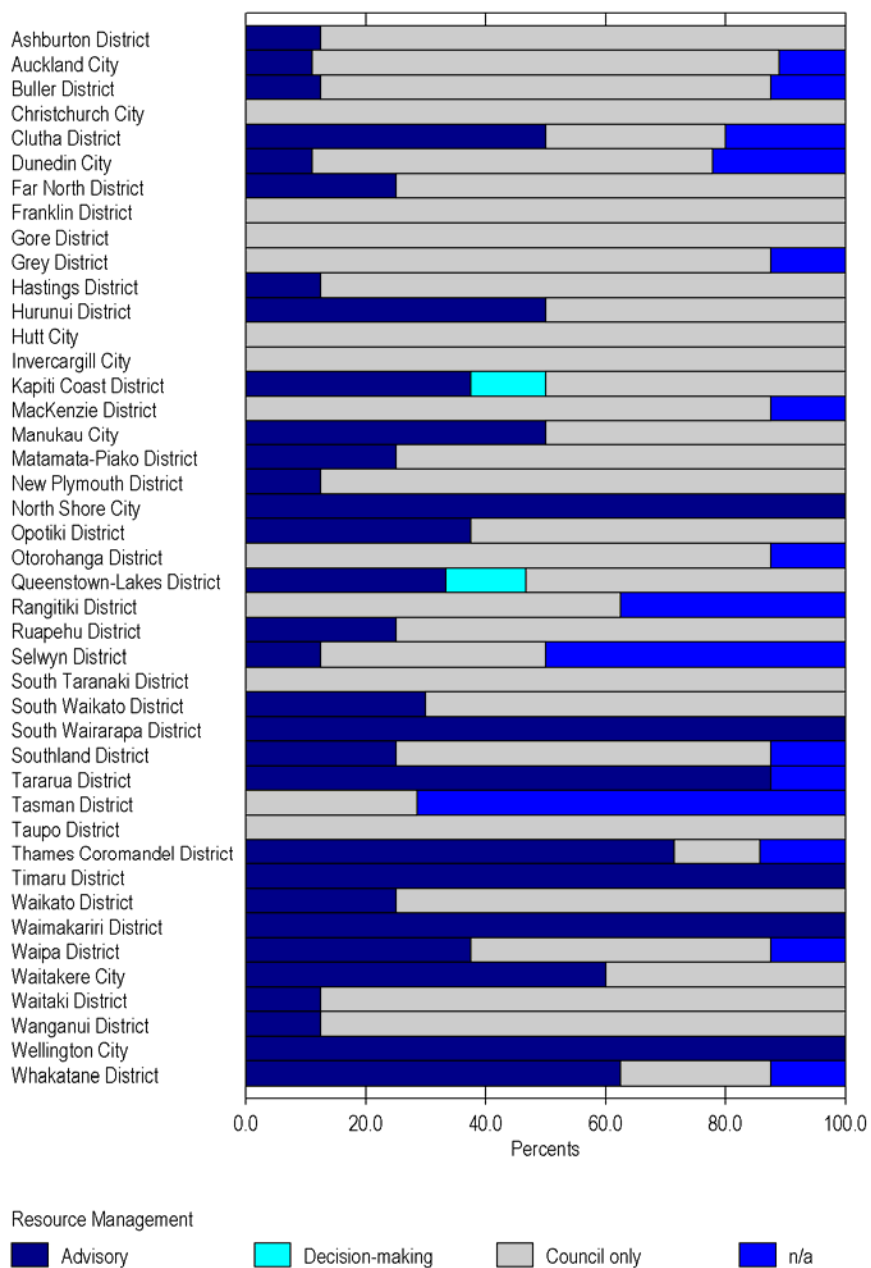
### Comparison between Councils

131. Only two councils identified that their community boards have decision-making roles in resource management functions:

- Kapiti – identified that its community boards had some decision-making role in considering designations
- Queenstown Lakes - identified that its community board had some decision-making role in the preparation of the District Plan and regarding activities on rivers and lakes in the district.

132. Other councils identified that their community boards had a large advisory role. However, as with other functions it appears that the nature of this advisory role varied.

Figure 17: Breakdown of Delegation of Resource Management Functions by Council



### Comparison with Previous Surveys in the 1990s

133. It appears that community boards had a reduced role in resource management functions in 2007 compared with 1995.

134. In particular, there was a significant reduction in the number of community boards that had a decision-making role in resource management functions from 1995 to 2007.

Figure 18: Comparison Resource Management Functions 1995 and 2007

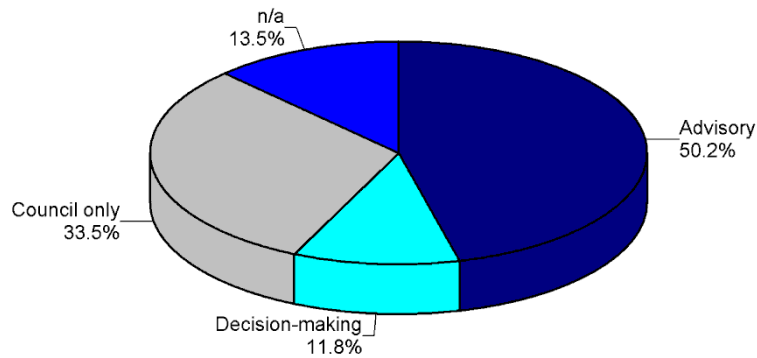
	Advisory				Decision-making			
	1995		2007		1995		2007	
	%	No	%	No	%	No	%	No
Preparation of District Plan	79%	113	67%	89	17%	25	1%	1
Designation of District Plan	65%	93	33%	44	4%	7	3%	4
Enforcement District Plan	17%	24	30%	40	8%	8	0	0
Control Subdivisions	48%	69	37%	49	11%	11	0	0
Control of Activities on Rivers and Lakes	20%	29	15%	20	19%	19	1%	1
Natural Hazards Protection	29%	42	26%	34	9%	9	0	0
Hazardous Substances Protection	17%	25	16%	21	8%	8	0	0
Heritage Orders	52%	74	50%	66	7%	7	0	0

Note – Based on 143 community boards in 1995 and 133 community boards in 2007

## SERVICE FUNCTIONS

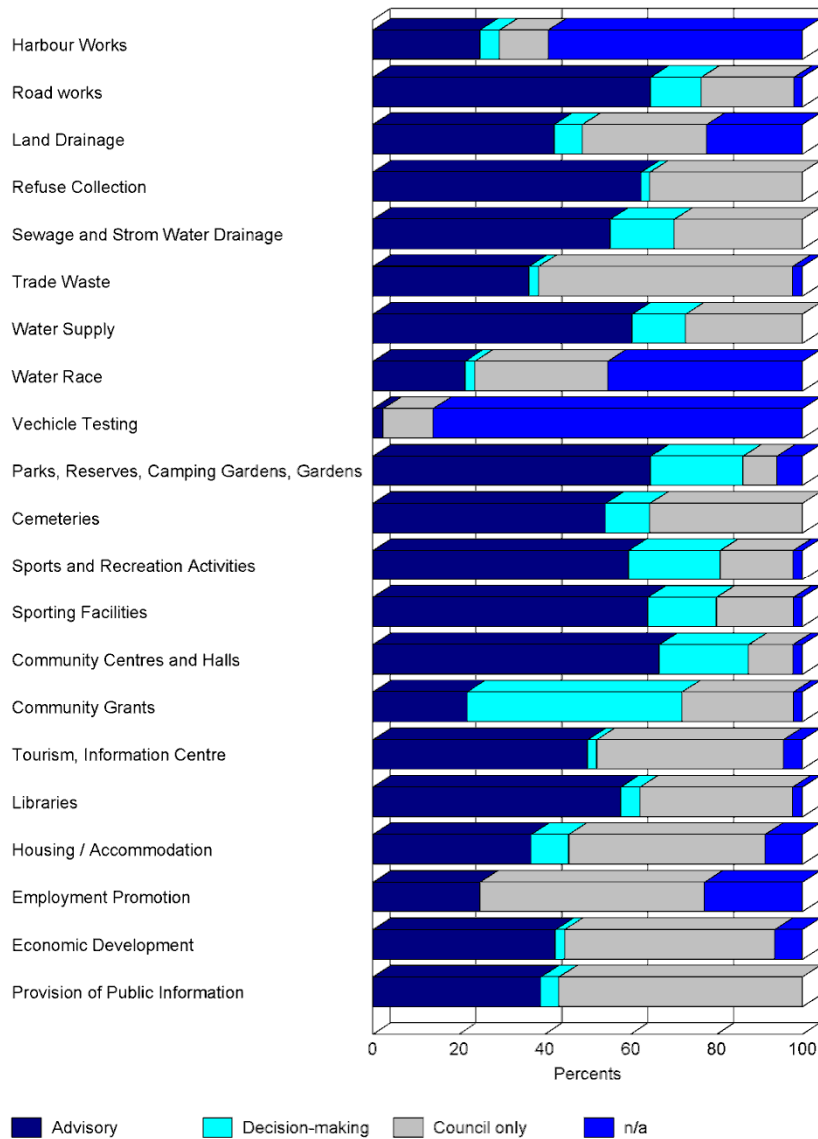
135. Service functions were where community boards appear to have had the largest delegated decision-making and advisory roles.

Figure 19: Community Boards' Involvement in Service Delivery Functions



136. There was a wide variation in the delegation of decision-making functions and advisory powers across the functions included in the service cluster.

Figure 20: Breakdown of Delegations of Services



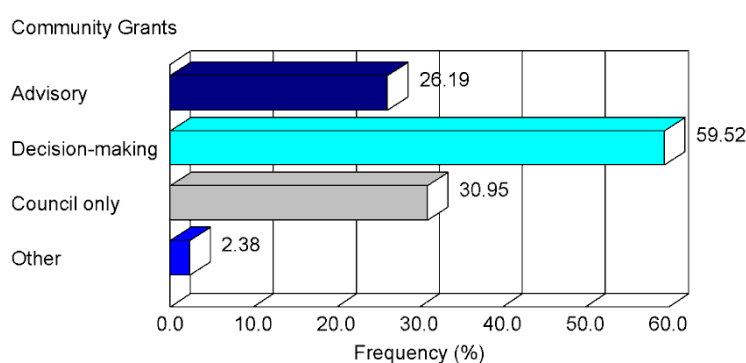
137. Councils were more likely to delegate decision-making roles in areas such as:

- community grants
- community centres
- parks and reserves
- sports and recreation activities
- sporting facilities.

## Community Grants

138. Twenty five councils (60%) identified that their community boards had decision-making roles concerning certain community grants. Eleven councils (26%) identified that their community boards had an advisory role in the distribution of community grants.

Figure 21: Delegations of Community Grants

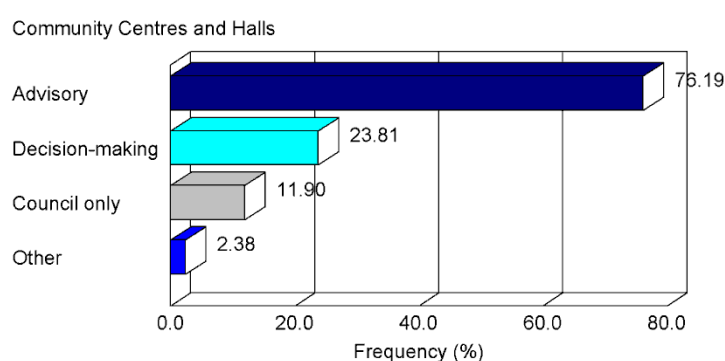


139. Some councils reported that they had a mix of council and community board grants. In these cases community boards had decision-making power over the distribution of community board grants and an advisory or no role in the distribution of council grants.

## Community Centres and Halls

140. Ten councils (24%) identified that their community boards had decision-making powers concerning certain community centres and halls. 32 councils (76%) identified that their community boards had an advisory role in decisions concerning community centres and halls.

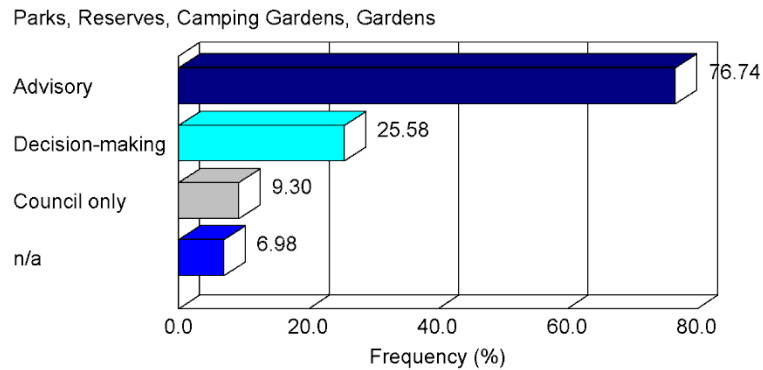
Figure 22: Delegation of Community Centres and Halls



## Parks, Reserves and Gardens

141. Eleven councils (26%) identified that their community boards had decision-making powers concerning certain parks, reserves and gardens. Thirty three councils (77%) identified that their community boards had an advisory role in decisions concerning parks, reserves and gardens.

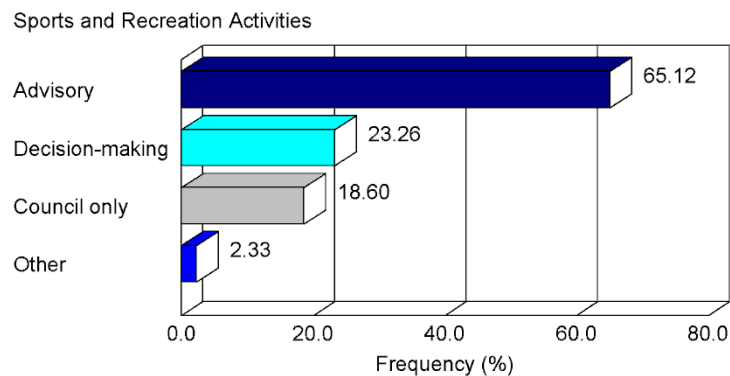
Figure 23: Delegations of Parks, Reserves and Gardens



## Sports and Recreation Activities

142. Ten councils (23%) identified that their community boards had decision-making powers concerning certain sports and recreation activities. Twenty eight councils (65%) identified that their community boards had an advisory role concerning sport and recreation activities.

Figure 24: Delegation of Sport and Recreation Activities

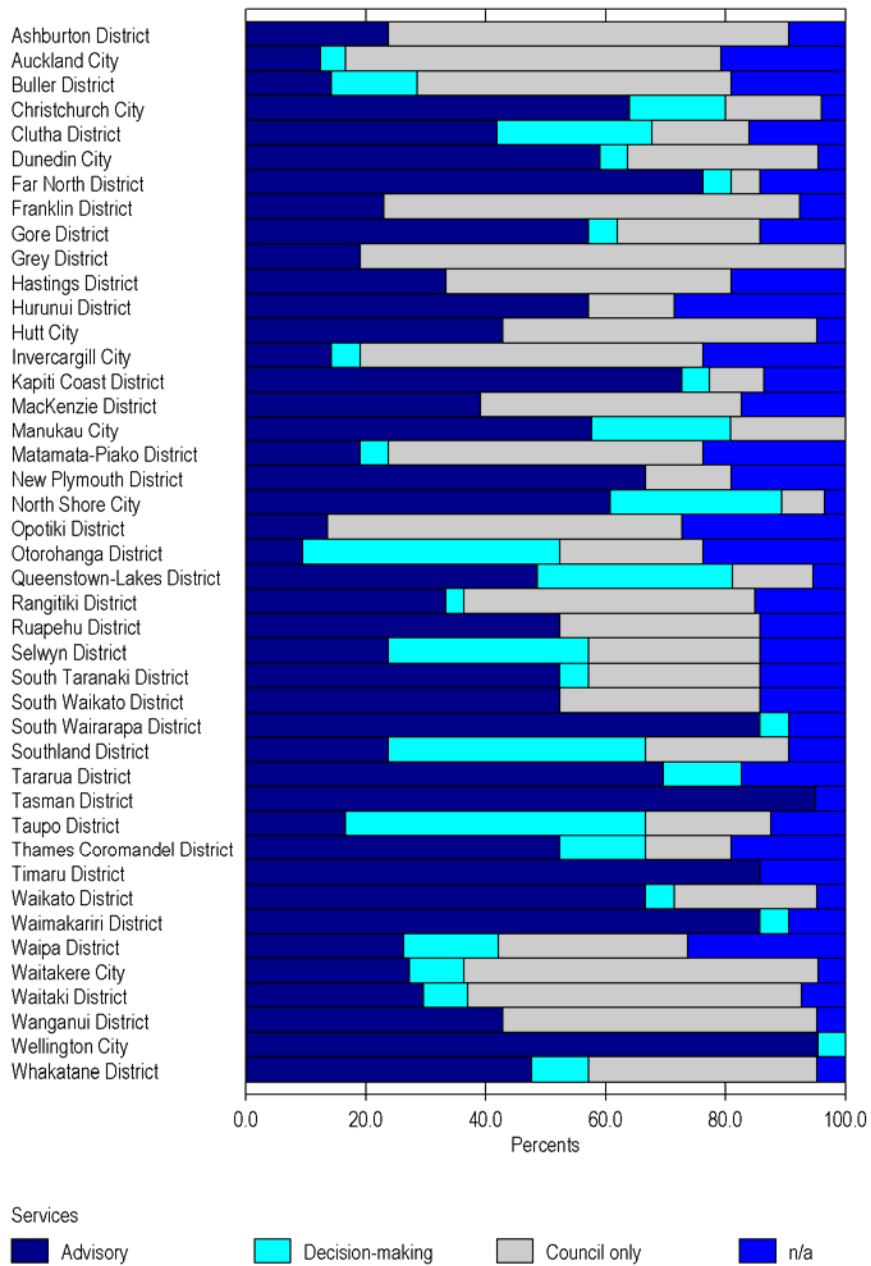


## Comparison between Councils

143. There was a wide variation in the number of decision-making functions delegated among councils. There was also wide variation in the advisory powers delegated.

144. 67% of councils identified that their community boards had a decision-making role in one or more service areas.

Figure 25: Delegation of Service Functions by Council



## Comparison with Previous Surveys in the 1990s

145. It appears that community boards had an increased advisory role in service delivery functions in 2007.

Figure 26: Comparison of Services Functions 1995 and 2007

	Advisory				Decision-making			
	1995		2007		1995		2007	
	%	No	%	No	%	No	%	No
Harbour Works	24%	34	36%	48	5%	7	10%	13
Road Works	56%	80	80%	106	42%	60	19%	25
Land Drainage	43%	61	47%	63	10%	14	5%	6
Refuse Collection	48%	69	65%	87	28%	41	2%	2
Sewage and Storm Water Drainage	54%	77	62%	83	34%	40	19%	25
Trade Waste	30%	43	32%	43	20%	29	2%	2
Water Supply	62%	88	63%	84	27%	38	16%	21
Water Race	28%	40	14%	19	0	0	9%	12
Vehicle Testing	8%	12	2%	2	0	0	0	0
Parks, Reserves, Camping Gardens	46%	66	62%	83	53%	76	35%	47
Cemeteries	48%	69	57%	76	26%	38	14%	18
Sports & Recreation Activities	44%	63	64%	85	44%	63	29%	39
Sporting Facilities	n/a	n/a	81%	108	n/a	n/a	26%	34
Community Centres & Halls	41%	58	81%	108	57%	82	22%	29
Community Grants	55%	78	33%	44	14%	20%	65%	87
Tourism, Information Centre	47%	67	50%	67	15%	22	2%	2
Libraries	67%	96	68%	91	16%	23	4%	5
Housing/Accommodation	48%	69	44%	58	16%	23	7%	9
Employment Promotion	13%	18	19%	25	6%	9	0	0
Economic Development	n/a	n/a	44%	59	n/a	n/a	6%	8
Provision of Public Information	n/a	n/a	46%	61	n/a	n/a	5%	7

Note – Based on 143 community boards in 1995 and 133 community boards in 2007

146. Interviews suggested that the advisory role across these functions ranged from a formal role to an adhoc one (at the discretion of council officers or council committees to the council).
147. There was a significant reduction in the number of community boards that had a decision-making role in service functions in 2007 compared with 1995.

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## SUMMARY OF FINDINGS

148. This survey found that among councils there was a wide variation in the decision-making functions delegated. There was also wide variation in the advisory roles delegated.
149. A number of councils identified that their community boards had an advisory role across a number of functions. However, comments and interview responses suggest that these ranged from formal advisory roles to adhoc roles. It also appears that it was often at the discretion of council officers, council committees or council meetings as to whether community board advice was sought on a particular matter.
150. The Department of Internal Affairs undertook studies of community board functions in 1991 and 1995.
151. Overall it appears that councils were less likely to delegate roles to community boards in 2007 than in 1995.
- decision-making planning and policy roles were rarely delegated to community boards. There was a significant reduction in the number of community boards with a decision-making role in 2007 from 1995
  - the group of regulatory functions were largely performed by council only. Where roles were delegated to community boards these were largely formal or informal advisory roles rather than decision-making roles
  - it appears that community boards had a reduced role in resource management functions in 2007 compared with 1995. Only two councils identified that their community boards had decision-making roles in resource management functions
  - it appears that community boards had a greater advisory role in service delivery areas in 2007 than 1995, but a reduced decision-making role in 2007.
152. The Department of Internal Affairs 1991 and 1995 surveys found:
- councils tended to delegate more decision-making functions in places where community boards covered the whole district
  - urban community boards tended to have more delegated functions than others had, both in an advisory and a decision-making capacity, although there were some rural exceptions.
153. In 2007, there did not appear to be a pattern where city councils had significantly more delegated functions than district councils. Similarly, councils where community boards covered the whole district did not appear more likely to delegate functions.

## FINDINGS FROM SURVEY OF COMMUNITY BOARDS

154. This chapter discusses the findings from the questionnaire sent to community boards. The questionnaire identified a number of key arrangements and processes, and asked community boards to rate whether they were very satisfied; satisfied; dissatisfied or very dissatisfied; with a range of arrangements and relationships.
155. Community boards were asked to identify their key achievements over the triennial. They were also asked what they believed should be the key roles and functions of community boards and of the Community Boards' Executive Committee.
156. The questionnaire differed to the one sent to community boards in 1995. However, some elements were retained to allow a level of comparison between the findings of the earlier studies and this research.
157. The response rate to this survey means that findings cannot be inferred to represent community boards nationally.
158. The survey was followed up with a number of interviews (22) with community board members, councillors and council staff.

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## KEY ACHIEVEMENTS

159. Community boards were asked to identify some of their key achievements during 2004-2007.
160. Respondents identified a range of achievements, for example:
  - upgrades or redevelopment of local business areas, including business improvement districts, main street projects and streetscape projects
  - upgrades of local facilities, including a camping ground, a number of community halls, a local library, a community centre, an indoor skating and sports facility, a tennis facility, a town hall, lighting in a park, a children's playground, local pools, recreation reserves, a wastewater system, a beach domain, a skate park, and local toilets
  - roading and traffic improvements, including road widening, traffic flow and traffic safety initiatives, tarseal of rural roads, improving carparks, extending parking as part of a park and ride initiative, construction of a bridge across a local stream, development of a cycleway, extension of walkways, maintenance of road tunnels and improving town entrance ways
  - upgrading and retention of heritage features and public art, for example murals around town, heritage walkways, heritage buildings, local stables and other sites
  - governance of a tourism township
  - supporting community groups and initiatives, for example supporting community cottages, supporting local community groups, funding community projects, and establishing local youth groups
  - implementing community programmes and events, for example an apprenticeship training scheme and a youth achievement scheme, a NZ Soapbox Derby, a mothers at home project, and the production of a DVD on social and natural history
  - leadership of planning projects, including Vision 2010 projects and community plans

- organising events, for example Anzac Day ceremonies, local festivals, an annual mardi gras festival, and an annual arts and craft festival
  - advocating for the community to other agencies, for example negotiating with the Ministry of Education regarding education provision and outcomes
  - community safety initiatives, including neighbourhood support network plans, disaster recovery plans, implementation of school speed (safety) zones, and installation of security cameras.
161. Some boards reported that their major achievements had included improving their own processes, for example:
- a growing sense of working with and being a voice for our community
  - improving teamwork
  - increasing and improving consultation with community
  - facilitating community meetings and public forums
  - increasing community awareness of the community board
  - completing of plans, such as concept plan, community development plan, harbor access improvement plans
  - successful collaboration with other agencies.
162. Several boards identified major achievements associated with their relationship with council or other governance matters. For example, community boards identified:
- retaining the ward system through the representation review (including opposing councils' proposal to abolish its community board/s)
  - gaining pay parity across four boards
  - gaining delegated authority for certain activities, for example the naming of heritage names in parks and reserves
  - assisting with the completion of a community plan in each small town
  - contributing to the LTCCP development
  - submitting on major issues and advocating for the local issues, for example retention of council service centres and suburban libraries, rates postponement and reduction schemes, water needs, opposition to a council policy initiative to increase the number of pokie machines throughout the city
  - forging much greater relationship between councillors, council officers and community boards
  - achieving a seamless merger with the new council after the abolition of the existing council
  - increasing council's recognition that they need to increase community participation throughout the city
  - working with the mayor, councillors, and another community boards to address relationship problems.
163. One respondent reported that rather having any achievements they were "too busy battling with council".

164. Six boards stated that a key achievement had been "achieving greater respect from council officers for community board" or "improving the relationship with council staff" or "being consulted and listened to by council staff". One board reported it had requested that the CEO address relationship issues.

## COMMUNITY BOARD SATISFACTION RATING

165. The questionnaire identified a number of key arrangements and processes, including:

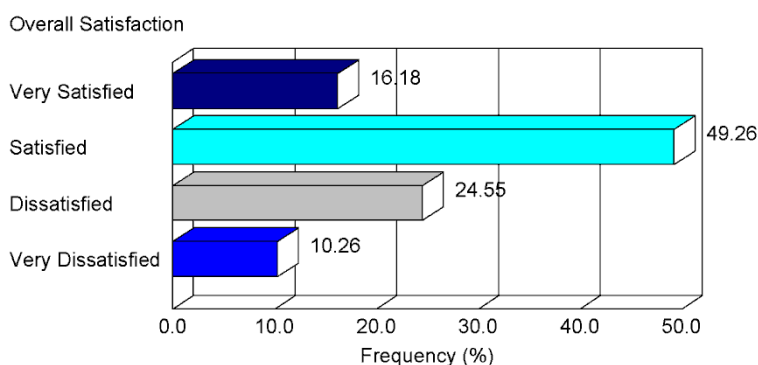
- representation arrangements
- delegation of functions to the community board
- allocation of discretionary funding to the community board
- allocation of grant funding to the community board to distribute
- level of administrative support to the community board
- information provision by council to the community board
- information provision by council units/staff to the community board
- interaction between community boards in the district
- consultation processes involving the community.

166. Community boards were asked to rate whether they were very satisfied, satisfied; dissatisfied or very dissatisfied; with a range of arrangements and relationships.

167. The questionnaire also identified a number of key council planning and decision-making processes and asked community boards to rate their satisfaction with these opportunities to participate in these decisions.

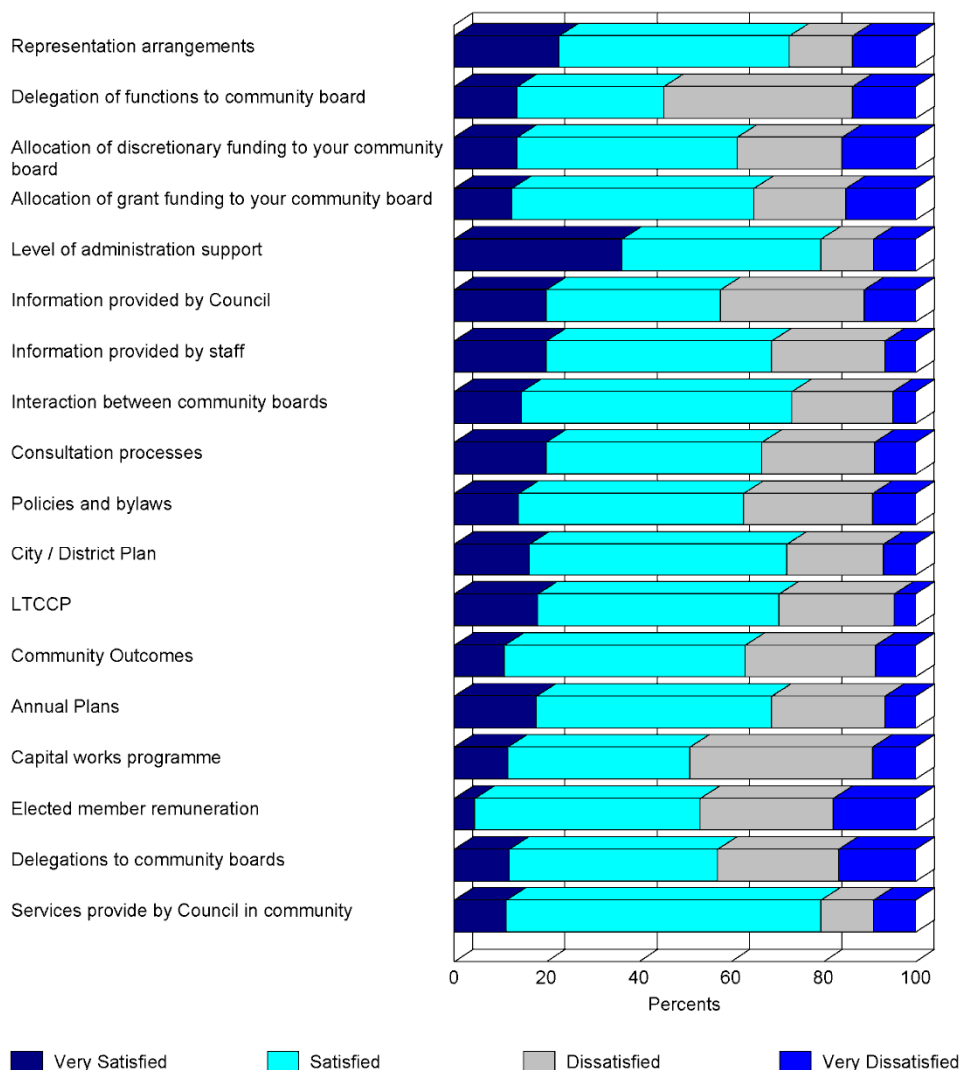
168. Overall 65% of respondents reported that they were satisfied or very satisfied with the arrangements and relationships. Thirty five percent signalled that they were dissatisfied or very dissatisfied. In 1995 21% reported that they were dissatisfied with their working relationship with their council.

Figure 27: Overall Level of Satisfaction with Current Arrangements



169. In 2007, the balance of satisfaction to dissatisfaction was relatively consistent between the different arrangements or issues.

Figure 28: Level of Community Board Satisfaction

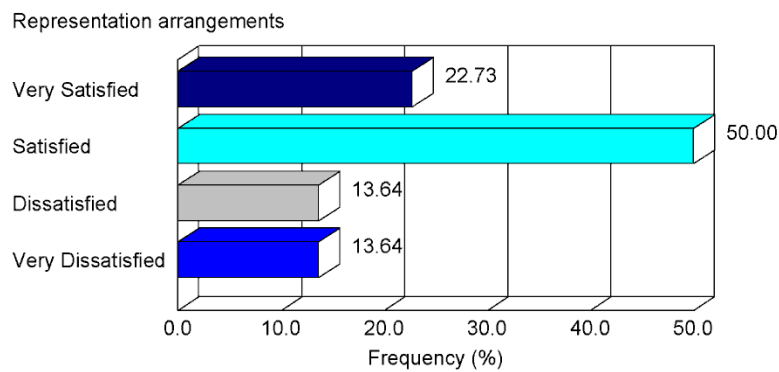


170. The following section discusses the findings regarding community board satisfaction. It explores some of factors associated with the level of satisfaction reported in the survey and interviews. Where appropriate, each section also analyses the satisfaction level in the context of findings from the survey of territorial authorities regarding delegations (discussed in the previous chapter).

## Representation Arrangements

171. Community boards were asked to rate their satisfaction with the representative arrangements. The majority of respondents (73%) indicated that they were satisfied or very satisfied with the representative arrangements.

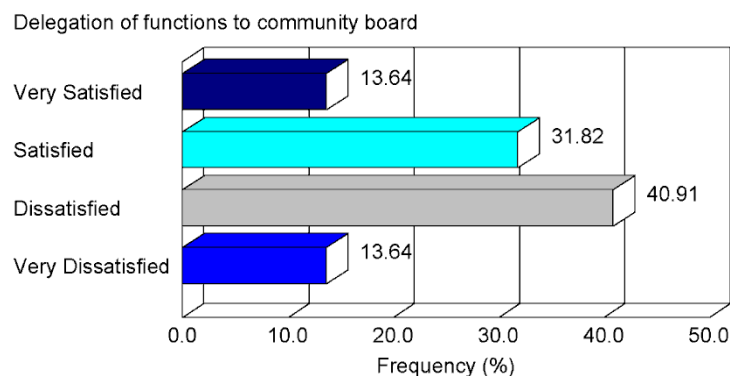
Figure 29: Community Board Satisfaction with Representation Arrangements



## Delegations of Functions

172. Community boards were asked to rate their satisfaction with the delegation of functions to their Community Board. Over half of the respondents (54.5%) indicated that they were dissatisfied or very dissatisfied with the delegation of functions to their community board.

Figure 30: Community Board Satisfaction with Delegations of Functions



173. Some respondents reported that their delegations had been progressively weakened. This perception is consistent with the findings of the survey of territorial authorities, which suggested that there had been a reduction in the roles delegated to community boards between the mid 1990s and 2007 (reported in preceding chapter).

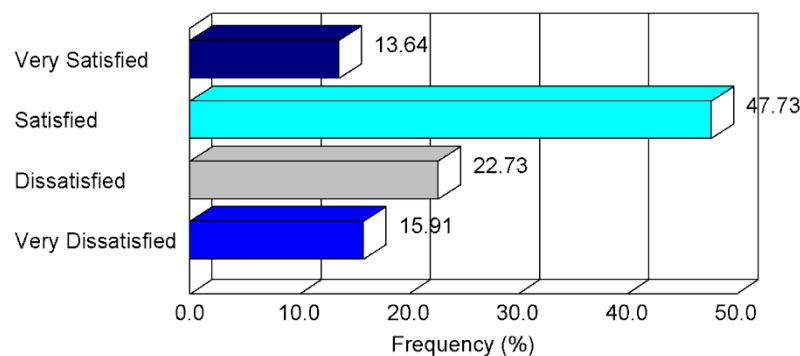
174. The level of satisfaction of respondents did not uniformly relate to the boards' level of delegations i.e. there were some community boards which had few delegations yet were relatively satisfied and visa versa.

175. It appears that good communication processes between community boards and councils were as important as formal delegations. Community boards which were kept informed by councils units and the elected representatives and were often involved informally in various activities and decisions or invited into council decision-making processes (for example onto council working parties and advisory committees) tended to be more satisfied with the delegations.

### Allocation of Discretionary Funding

176. Community boards were asked to rate their satisfaction with the allocation of discretionary funding to their community board. Over 60% of respondents reported that they were satisfied or very satisfied with the allocation of discretionary funding.

Figure 31: Community Board Satisfaction with Allocation of Discretionary Funding



177. A number of respondents identified that it was important to have a budget to carry out any delegated functions. A number of boards noted the lack of funding they received. For example, one board said:

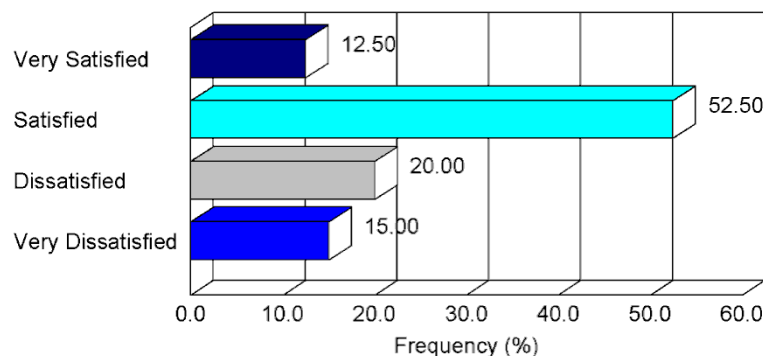
*We have no real discretionary funding apart from small projects.*

Another stated

*Funding has not increased in 9-10 years.*

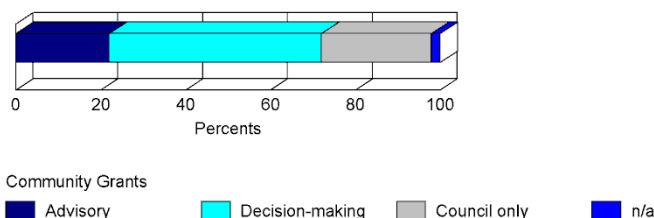
178. Community boards were asked to rate their satisfaction with the allocation of grants funding to their community board to distribute. Sixty-five percent of respondents reported that they were satisfied or very satisfied with the allocation of discretionary funding.

Figure 32: Community Board Satisfaction with Allocation of Grant Funding



179. The survey of councils discussed in the previous chapter identified that community was one area where councils had delegated the greatest level of decision-making to community boards.

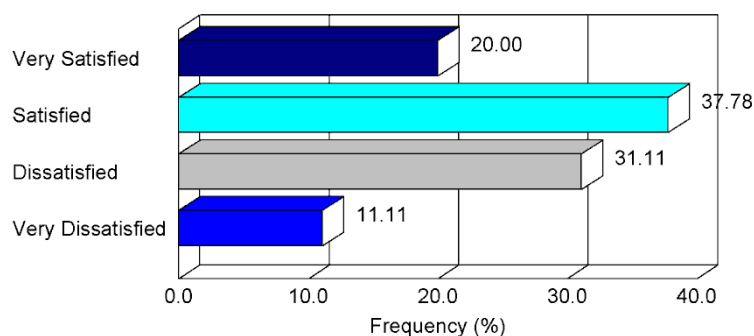
Figure 33: Delegation of Community Grants



### Information Provided to Community Board by Council

180. Community boards were asked to rate their satisfaction with information provided by councils. Fifty eight percent of respondents reported that they were satisfied or very satisfied, and 42% reported that they were dissatisfied or very dissatisfied.

Figure 34: Community Board Satisfaction with Information Provided by Council



181. A number of respondents commented on the lack of information provided by council. Some suggested that their ability to advocate for their community was constrained by the information provided by the council.

*Information too late to challenge, debate or consult or decisions already made.*

182. Some reported that they were informed of outcomes of decisions rather than being given the opportunity to have input into options and decisions.

*We are largely presented with decisions of officers or councillors as opposed to being involved at the development stage ... Sometimes we are left out altogether and find out about things only because our councillor is very alert and spots them.*

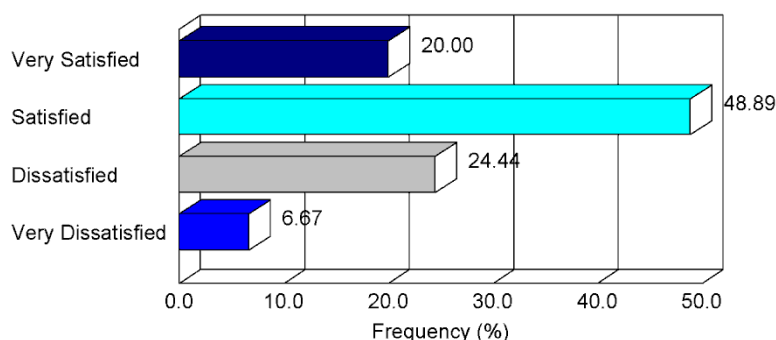
183. A few boards commented that the council was slow to respond to board requests or late in providing information. It was unclear from the responses whether the problem was associated with a slow response from council units/staff or the council itself. Interviews suggested that it was a problem associated with both the council and officers. This was consistent with the findings in the 1995 survey.

184. One respondent believed that the information for new members was not good. It reported that there was no council induction process. They suggested that the post-election training provided by the council could have been better and more applicable.

### Information Provided by Council Staff

185. Community boards were asked to rate their satisfaction with information provided by council staff. Sixty nine percent of respondents reported they were satisfied or very satisfied. Over 31% reported they were dissatisfied or very dissatisfied.

Figure 35: Community Board Satisfaction with Information Provided by Staff



186. Some respondents reported that staff communicated informally as well as through formal processes. Respondents said that some officers contacted community board members directly when they were working within the communities. In some cases the officers had invited community board members to be actively engaged in community processes or to attend officer initiated community meetings. For example:

*Some staff value the role of the community board and seek input from community board members .....they come to us and seek our advice.*

187. In contrast, other respondents reported that staff failed to keep them informed of activities in the local community. Some boards stated that they often hear of council activities through other channels rather than from council staff or official reports:

*We hear more from staff from other agencies than we hear from council staff...we probably know more about what government departments are doing than [about] council staff.*

188. Some reported that this can cause them embarrassment, particularly when residents or a community group expected the community board members to be well informed.

189. Some respondents reported that the information they received, and their opportunity to have input into decision-making, often depended on the attitude of the officers involved (rather than formal delegations or processes). There was a suggestion that officers can act as "gate-keeper" between the community boards and council and between community boards and the community. Some respondents raised concerns about the attitude of some officers towards community boards, for example:

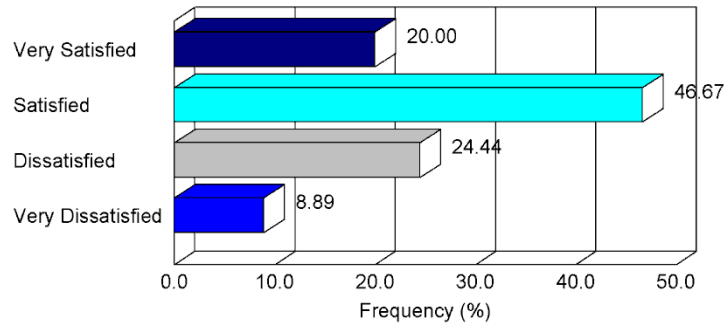
*Generally councillors and staff are very supportive but there are some who take opportunities to belittle or ignore our functions.*

190. Two boards reported that some officers referred items directly to council committees instead of to the community boards.

## Community Consultation

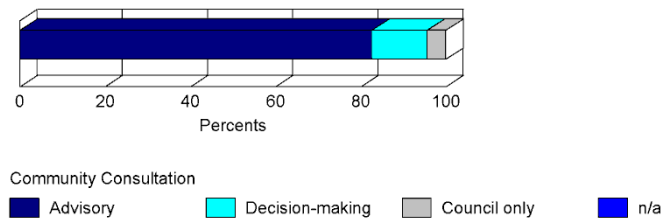
191. Community boards were asked to indicate whether they were satisfied with consultation processes involving their community. Sixty seven percent of respondents reported that they were satisfied or very satisfied with consultation processes involving their community.

Figure 36: Community Board Satisfaction with Community Consultation



192. This was an area where a large proportion of councils (88%) identified that their community boards had an advisory role and a further 14% identified that their boards had a decision-making role.

Figure 37: Delegation of Community Consultation Functions



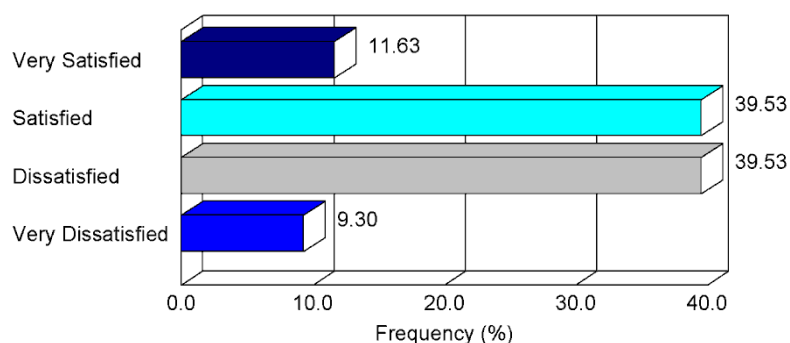
193. Despite this high level of reported involvement, over a third of respondents reported that they were dissatisfied or very dissatisfied with consultation processes.
194. Some respondents reported that some consultation had occurred without the boards' knowledge. A number suggested that the community boards should have been more involved in community consultation processes. Some respondents criticised consultation processes used by their councils, for example:
- Some consultation issues have been very rushed and others have been repeated by other forums.*
195. The interviews and community board survey suggested that the level of community board involvement in consultation is not as high as the council survey findings indicated. It appears that the community board role was largely confined to consultation about community board matters rather than council matters. Fewer community boards were involved in advising on consultation with their communities on a council wide activity or policy than the council survey suggests. This may be the reason for the relatively high level of dissatisfaction.

196. A few respondents made a distinction between formal consultation (e.g. special consultative procedure) and ongoing community engagement. They suggested that community boards were well placed to gather information and report on community views rather than manage formal processes. Some felt that community boards were underutilised in this area.

### Capital Works Programme

197. Community boards were asked to indicate whether they were satisfied with their opportunities to participate in decisions regarding the capital works programme. Fifty percent of respondents indicated that they were dissatisfied or very dissatisfied.

Figure 38: Community Board Satisfaction with Opportunities to Participate in Capital Works Programme



198. A number of respondents reported that they have limited input into the capital works programme, for example one board reported:

*We were excluded from meaningful involvement in most major capital works related to our area.*

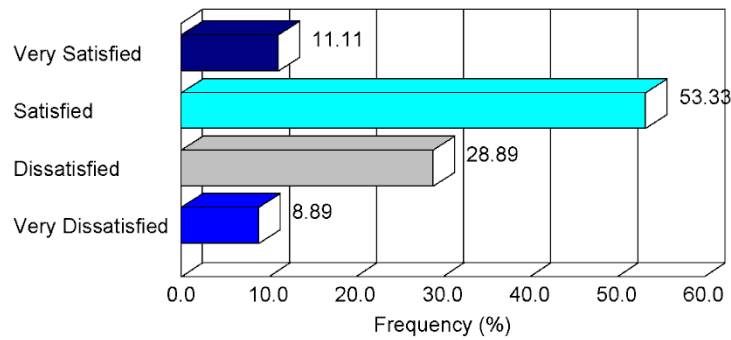
199. Some suggested that councils need "more local knowledge" in the capital works programme. They believed that community boards were able to provide this local knowledge. This was inconsistent with the findings from the council survey which suggested that community boards had a significant advisory role across service areas (which one would assume included the associated capital works). However, interviews indicated that the advisory role of community boards was not as significant as the council survey suggested. It appears that community board advice was only sought on a proportion of the activity related with the service (not the entire service area). It also appears that in many cases whether advice was sought was at the discretion of council and council staff.

### Community Outcomes

200. Community boards were asked to indicate whether they were satisfied with their opportunities to participate in decisions regarding the community outcomes. Sixty four percent of respondents reported that they were satisfied or very satisfied.

201. The question sought an indication of community boards' satisfaction with their involvement in the Community Outcomes Process (COPS) under section 91 of the Local Government Act 2002. However, some respondents referred to community outcomes or objectives in local plans (for example community board plans or local community development plans).

**Figure 39: Community Board Satisfaction with Opportunities to Participate in the Community Outcomes Process**

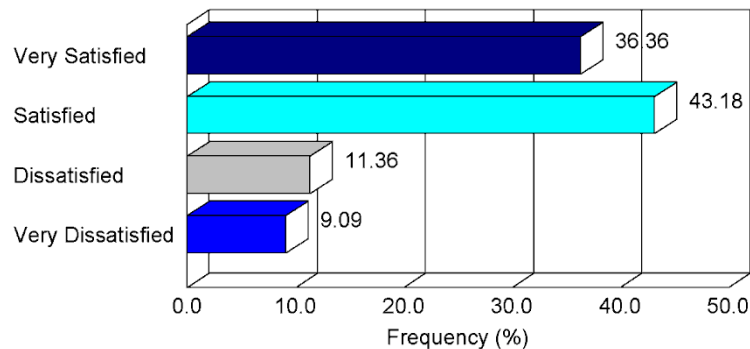


202. Community boards' involvement in community outcome processes is discussed in the following chapter.

### Administrative Support

203. Community boards were asked to rate their satisfaction with the level of administrative support to their community board. Just under 80% of respondents reported they were satisfied or very satisfied. Just over 20% reported they were dissatisfied or very dissatisfied.

**Figure 40: Community Board Satisfaction with Administration Support**



204. Respondents reported that they relied on staff support to:

- help organise community meetings
- provide data and profiles of their communities
- manage local research
- provide information regarding council activities
- provide technical advice.

205. Some believed that staff and community board members worked well together and their skills and knowledge complemented each other; for example one respondent suggested that staff provided technical advice and data and community board members provided "grass roots" feedback.

206. In contrast, other respondents believed that the lack of staff support constrained their ability to operate effectively. For example, one respondent suggested:

*We have less ability to carry out our functions as the level of staff support for community boards has been eroded.*

Another reported:

*Due to lack of staff and officer commitment we have had difficulty in the last term.*

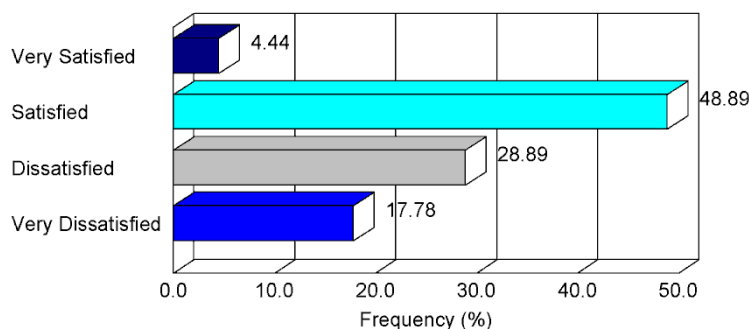
207. A few boards reported that council staff had refused to help or support community boards unless it was a formal meeting or process. For example,

*The secretariat refused to take any notes of the meeting because it wasn't an official meeting. I'm worried as there no longer seems to be the willingness to support community boards...Some staff treat us as if we are a bother rather than an important part of the council.*

## Elected Member Remuneration

208. Community boards were asked to indicate whether they were satisfied with their opportunities to participate in decisions regarding elected member remuneration.

Figure 41: Community Board Satisfaction with Opportunities to Participate in Decisions Regarding Remuneration



209. A number of respondents were concerned with recent decreases in community board remuneration.

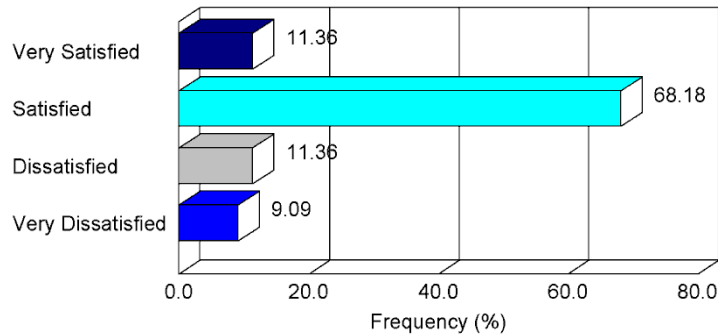
*My wife tells me that I earn about 5 cents per hour in this role. Obviously I have not taken this role for the money, but the rate of remuneration is something of a joke.*

210. It appears that the remuneration process had strained the relationship between councils and community boards. This was confirmed by the interviews. A number of interviewees identified that the remuneration process had created tensions between their board and council.

## Services Provided by Council in the Community

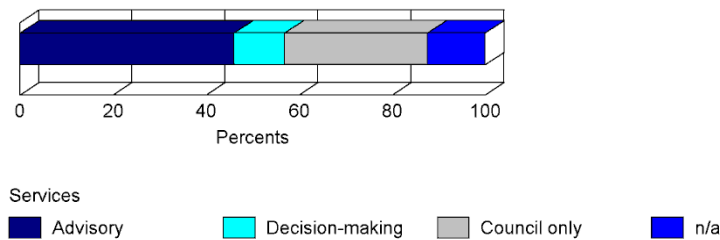
211. Community boards were asked to indicate whether they were satisfied with their opportunities to participate in decisions regarding the services provided by the council within their community. This was an area with the highest level of satisfaction; 80% of respondents reported that they were satisfied or very satisfied.

Figure 42: Community Board Satisfaction with Opportunities to Participate in Decisions Regarding Services



212. The survey of councils regarding delegations to community boards indicated that this is an area where community boards had a comparatively high level of delegated decision-making (12%) and advisory functions (50%).

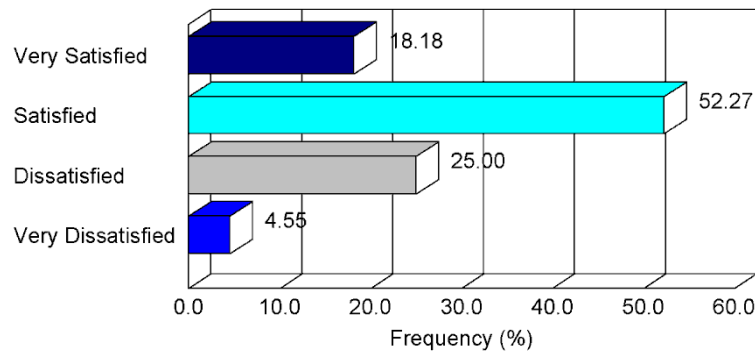
Figure 43: Delegation of Service Functions



## LTCCP and Annual Plan

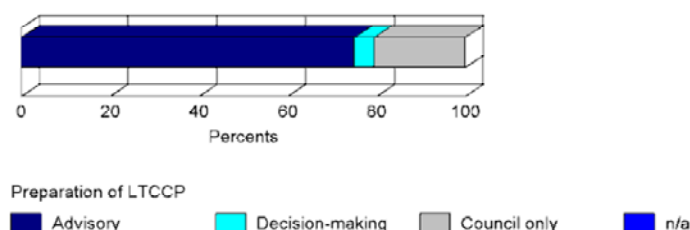
213. Community boards were asked to indicate whether they were satisfied with their opportunities to participate in decisions regarding the Long-term Council Community Plan and the Annual Plan process. Over 60% of respondents indicated that they were satisfied or very satisfied with their opportunities to participate in decisions regarding the Long-term Council Community Plan.

Figure 44: Community Board Satisfaction with Opportunities to Participate in LTCCP Process



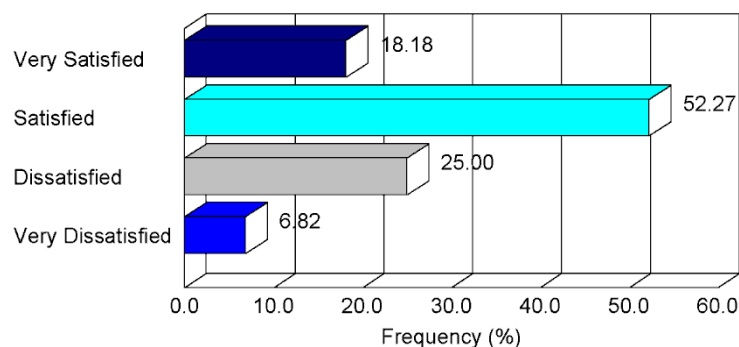
214. The survey of councils regarding delegations to community boards indicated that the preparation of Long-term Council Community Plans was an area where community boards had a comparatively high advisory role (78.6%). This is not surprising since Section 52 of the Local Government Act 2002 identifies that a role of community boards is to make an annual submission to the territorial authority on expenditure in the local authority.

Figure 45: Delegation of LTCCP Functions to Community Boards



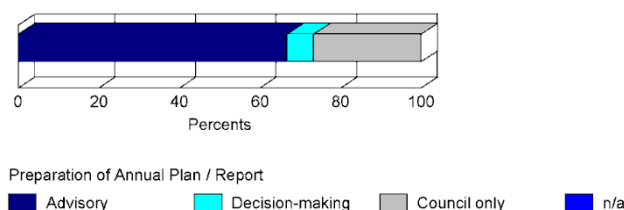
215. Seventy percent of respondents reported that they were satisfied or very satisfied with opportunities to participate in decisions regarding the Annual Plan.

Figure 46: Satisfaction with Opportunities to Participate in Annual Plan Process



216. The survey of councils regarding delegations to community boards indicated that this was an area where community boards had a large advisory role.

Figure 47: Delegation of Annual Plan / Report Functions



217. However, a number of community boards specifically commented that they had little role in influencing the annual plan and/or the LTCCP. A few mentioned they had a reduced role. For example, one respondent commented:

*Consultation process for the annual plan was bad enough before. People feel they are being ignored with LTCCPs - it is worse as councils have more difficulty adjusting plans.*

And another stated:

*Decisions on LTCCPs and annual plans are set by the Council, and the community board can make submissions in exactly the same way as the general public. There is not consultation at all.*

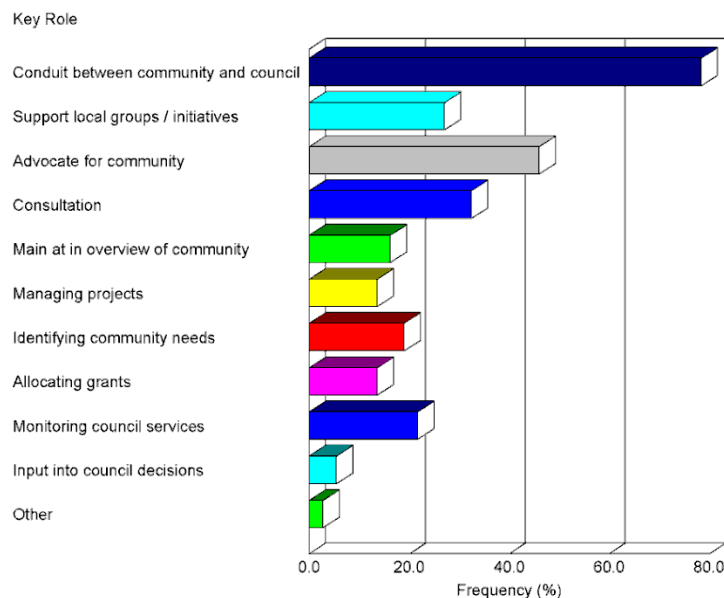
## PERCEIVED ROLE OF COMMUNITY BOARDS

218. Community boards were asked to identify what they believed should be the key roles and functions of community boards in the future.

219. Respondents tended to identify the roles specified in the Local Government Act 2002 and guidance material, for example:

- advocate for the interests of the community
- consider and report on matters referred council
- consider and report on issues of interest to the community board
- make an annual submission to council on expenditure
- maintain an overview of services provided by council within the community
- communicate with community organisations and groups in the community.

**Figure 48: Perceptions of the Key Roles of Community Boards held by Community Boards**



\* Note: Multiple answer percentage-count totals not meaningful.

220. All respondents reported that community boards should have a role in advocacy for their areas. For example, one respondent argued:

*A Board must be seen to be actively working for the betterment of, and in the best interests of, their area and its residents.*

Another argued:

*Community boards are important as they are the eyes and ears of their districts and are in an excellent position to make sure that their views and wishes are carried out.*

221. Respondents believed the community board members should be active and visible in the community and earn community respect:

*An effective board earns its community's respect and support.*

222. A number of respondents believed that community boards should provide representation "to the lowest level of the community" or at "the grassroots".

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## ROLE OF EXECUTIVE COMMITTEE

223. Community boards were asked to identify what they believed should be the key roles and functions of the Community Boards' Executive Committee.

224. Most respondent appeared to support the role and activities of the Executive Committee, for example one respondent stated;

*The Executive Committee appear to be representing us well ...The Executive Committee are doing a very good job on the whole and if they continue in this manner it will be appreciated.*

225. Respondents believed that the Committee played an important role in representing and advocating for the interests of Community Boards. Some noted that the need for the Committee had increased as the support for community boards by their councils had declined:

*...need to continue to promote community boards as there is a growing perception that council feel community boards are unnecessary.*

226. Suggestions regarding the focus of the Executive Committee included:

- monitoring and supporting community boards to ensure they are performing to expected levels
- ensuring community boards are being used by councils as per the legislation
- organising appropriate conferences and training at regional and local level
- advising individual chairs and boards
- promoting good practice
- advocating a better legislation for community boards.

227. A number of interviewees also commented on the support and information they had received from the chair, deputy chair and zone members. Some also commented on the advice and support they received from Local Government New Zealand.

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## SUMMARY OF FINDINGS

228. The feedback from community boards suggested that across the country there was a wide variation in the working relationships between councils and their community boards. A number of community boards reported that they had a good working relationship with their councils and appear to be generally satisfied with the processes in place. Other community boards voiced concerns about their relationship.
229. The factors which appear to have contributed to good relationships include:
- community boards being involved and informed early in decision-making processes
  - community boards being involved in planning and managing processes rather than simply being consulted on proposals
  - community boards being given adequate information of what was proposed and adequate time to respond
  - community boards having time and opportunities to seek the views of their communities so they were able to represent and reflect these views
  - councils giving due consideration to the views expressed by community boards
  - recognition that district-wide or metropolitan issues affect community boards and were of interest to them
  - multiple channels and methods to involve and seek advice from community boards i.e. reports to boards; co-opting board representatives on to working parties, advisory boards, adhoc committees and standing committees; invitations to attend and / or speak at council meetings; regular meetings between boards and council etc
  - sufficient delegated powers and funding to community boards to enable them to feel as if they could have an impact.
230. A number of respondents were concerned that the role of community boards appeared to be "being eroded". This appears to be consistent with the findings reported in the previous chapter.
231. Some respondents believed that there were "ongoing attempts to centralise power or delegate to officials". In some cases it appears that the relationship between councils and community boards was influenced by the attitude and behaviour of council officers. Most respondents were satisfied with the support they received from their dedicated staff or secretariat, however, it appears that a number of community boards were dissatisfied with the information they received from other council units.
232. Remuneration processes appear to have strained the relationship between councils and community boards.
233. Despite some relationship issues most community boards were able to provide examples of significant achievements.

## FINDINGS FROM INTERVIEWS

234. Twenty two interviews were held with community board, councillors and/or council officials from 12 districts.
235. These interviews sought to clarify some of the findings and explore some of the themes emerging from the surveys. The interviews included questions on:
- the nature and extend of the advisory role carried out by community boards
  - the level of officer and council discretion regarding when and how community board advice was sought
  - community board roles in community consultation processes
  - community boards roles in community outcome processes
  - alternative structures used to represent and act as an advocate for the interests of the community.
236. Interviews were also conducted with Mike Reid from Local Government New Zealand and Yvonne Palmer, Chair of Community Boards' Executive Committee. Discussion was also held with community board members at the Auckland Region Community Board Workshop in November 2007, and with Mike Cohen, Deputy Chair of Community Boards' Executive Committee.

### ADVISORY ROLE

237. The survey of councils identified that community boards had a significant advisory role. However, the survey of community boards suggested that a number of community boards were concerned about the nature of their advisory role.
238. The interviews identified that there were a variety of processes and practices used to seek advice from community boards, including:
- officer reports on a community boards agenda prior to the report going to a council standing committee meeting
  - reports deferred to community boards for comment from a standing committee prior to the matter being referred to council (or standing committee making delegated decision)



- council agendas sent to community boards chairs with an understanding that chairs would seek input if appropriate
- community board chairs (or other board representative) co-opted onto council standing committees and/or working parties
- community chairs given speaking rights at council meetings
- council officers seeking informal advice from chairs or members
- community board or councils secretariat filtering reports and deciding if they should be referred to community boards
- community board and council liaison meetings (for example, monthly or fortnightly meetings)
- community boards making formal submissions to council.

239. In some instances it appears that the community board had no greater advisory role than any group or citizen in the community, for example they provided advice as part of a formal submission to council along with other submitters.
240. It also appeared that it was often at the discretion of council officers, council committees or council whether community board advice was sought on a particular matter.
241. However, in some councils community boards had an integral role. In these cases community boards' advice was sought early in the decision-making process and they were invited to have input into the process as well as the decision.
242. Some councils also had alternative mechanisms in place seeking community advice, including other structures such as advisory committees and ward committees. Some believed that these alternative mechanisms were preferable because they were more flexible and/or more representative of the community.

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## COMMUNITY ENGAGEMENT AND VIEWS

243. The council survey suggested that community boards have a large advisory role in consultation (for example, 88.4% of councils identified that their community boards had an advisory role in consultation). However, over a third of community board respondents were dissatisfied with consultation processes. A number suggested that the community boards should have been more involved in community consultation processes.
244. Local authorities have long had statutory responsibilities to consult and involve the public in relation to certain issues, such as land-use planning. The Local Government Act 2002 reasserted the relationship between local government their communities and the need to involve citizens in decision-making and implementation.
245. The Local Government Act 2002 requires that all councils approach their activities in accordance with some general principles, including:
  - conducting their business in a clear, transparent and democratically accountable way
  - making themselves aware of and having regard to the views of all their communities
  - providing opportunities for Maori to contribute to council decision-making processes (Section 14).
246. These general principles are supported by more specific principles, which guide the decisions and actions of the councils, including consultation principles (Section 84) and decision-making processes (Sections 76-81). These provisions require that councils consider community views at each stage of decision-making.

247. Section 82 of the Act sets out consultation principles that local authorities “must” follow in relation to any decision. A council must comply with the principles of consultation in a manner considered, at the council’s discretion, to be appropriate. In determining what is appropriate the council must have regard to various matters including the nature and significance of the decision or matter, including its likely impact from the perspective of those who will or may be affected by the decision.
248. Section 78 of the Local Government Act 2002 states that a local authority “*must*”, in the course of its decision-making give consideration to the views and preferences of persons likely to be effected by, or have an interest in, the matter. That consideration must be given:
- when the problem and objectives related to the matter are defined
  - when reasonably practicable options are identified
  - when reasonably practicable options are assessed and proposals developed and
  - when proposals are adopted.
249. Recent research by the Department of Internal Affairs (2008) suggests that major barriers to citizen participation include:
- size and complexity of local government in different geographic areas
  - a sense of isolation and powerlessness
  - lack of knowledge and sense of community.
250. That research identified that there was a general preference for face-to-face or telephone contact to enable a more personal connection to be made. It also found a preference for contact to be more localised, e.g. targeting information to a particular neighbourhood.
251. Community boards are in an ideal position to reflect the views of their communities in the decision-making process. They are well placed to alleviate some of the barriers to participation identified in the Department of Internal Affairs research.
252. It would be reasonable to expect that community boards would have a major role in advising on and leading consultation processes. However, the interviews suggested that community boards were not extensively involved in community engagement processes. It appeared that in some instances community engagement had become "professionalised" i.e. planned and managed by council staff or consultants with little, if any, elected member involvement.

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## COMMUNITY OUTCOMES PROCESSES

253. The Local Government Act 2002 also requires all councils to facilitate a process, at least once every six years, to identify community outcomes. Section 91 defines community outcomes:

- 1) *A local authority must, not less than every six years, carry out a process to identify community outcomes for the intermediate or long term future of its district or region.*
- 2) *The purposes of the identification of community outcomes are:*
  - a) *to provide opportunities for communities to discuss their desired outcomes in terms of the present and future social, economic, cultural and environmental well-being of the community*
  - b) *to allow communities to discuss the relative importance and priorities of identified outcomes to present and future social, economic, cultural and environmental well-being of the community*
  - c) *to provide scope to measure the progress towards the achievement of community outcomes*
  - d) *to promote the better co-ordination and application of community resources*
  - e) *to inform and guide the settings and priorities in relation to the activities of the local authority and other organisations.*

254. The Act states that a local authority may decide for itself the process that it is to use to facilitate the identification of outcomes, but that the authority must take steps to gain community agreement towards the process. The local authority must also identify groups that can influence, identify or promote the outcomes and the process. Community outcomes are published in each local authority's Long Term Council Community Plan (LTCCP).

255. The interviews sought to identify the nature of community board involvement in community outcome processes. They suggested that community boards tended to play a minor role in the community outcomes processes.

256. Most community boards were informed of the draft outcomes and invited to make comment. In a few cases community boards or board members had hosted consultation meetings; for example in Waitakere (The Waitakere Way), Kapiti (Choosing Futures), Queenstown Lakes (Place-based community plans), Southland (Our Way Southland), and North Shore to name a few.

257. Community boards did not appear to have played an active role in planning or managing the process.

## DISCUSSION

258. The Local Government Act 2002 includes a number of provisions that one could expect to have impacted on roles and relationships of community boards:
- role of community boards (s.52)
  - decision-making and considering community views (Part 6)
  - principles of consultation (s.82)
  - community outcomes (s.91) and planning provisions (s.93).
259. It could be expected that as a result of these provisions community boards would have
- a greater advisory role across a broader range of functions
  - an increased involvement in advising on policy development and decision-making
  - an increased involvement in consultation and community engagement processes
  - a key role in development of community outcomes
  - an increased involvement in community development activities
  - reduced regulatory functions
  - a strong relationship with their council.
260. This research indicated that this was not the situation. Community boards appear to have fewer delegations in 2007 than in 1995. Their advisory roles were often at the discretion of councils or council officers.
261. While community boards are in an ideal position to reflect the views of their communities in the decision-making process, most boards did not appear to have played a significant role in planning or managing council consultation processes.
262. A number of community boards had commented on draft community outcomes, however, few community boards were actively involved in developing the community outcome process or facilitating community input into the outcome identification.
263. The research suggested that councils had formal procedures whereby community boards could comment on LTCCPs and annual plans. In some cases this was limited to the community boards making a submission alongside community groups and residents. There were only a few cases where community boards had input into the processes themselves.
264. Previous studies and guidelines have suggested a number of good practice elements, including:
- clear expectations, including specific delegations, on board's role and responsibilities
  - clear mechanisms and protocols governing council/board information exchange
  - active community involvement in local matters.
265. They also suggested that community boards should have:
- meaningful delegations
  - adequate financial resourcing
  - dedicated support
  - effective communication mechanisms.

266. This research identified that these remain as good practice elements. The research also highlighted the importance of good consultation and communication processes, including:
- community boards being involved and informed early in decision-making processes
  - community boards being involved in planning and managing processes rather than simply being consulted on proposals
  - community boards being given adequate information of what is proposed and adequate time to respond
  - community boards having time and opportunities to seek the views of their communities so they are able to represent and reflect these views
  - councils giving due consideration to the views expressed by community boards
  - recognition that district-wide or metropolitan issues affect community boards and were of interest to them
  - multiple channels and methods to involve and seek advice from community boards i.e. reports to boards; co-opting board representatives on to working parties, advisory boards, adhoc committees and standing committees; invitations to attend and / or speak at council meetings; regular meetings between boards and council etc.
267. Despite some relationship issues, most community boards were able to provide examples of significant achievements which presumably had a major impact on community well-being and democracy.

## APPENDIX 1

City Council	# of Boards	Community Boards
Auckland City Council	10	Avondale
		Eastern Bays
		Eden-Albert
		Great Barrier
		Hobson
		Maungakiekie
		Mt Roskill
		Tamaki
		Waiheke
		Western Bays
Christchurch City Council	8	Burwood-Pegasus
		Shirley - Papanui
		Fendalton - Waimairi
		Spreydon - Heathcote
		Hagley- Ferrymead
		Riccarton-Wigram
		Akaroa - Wairewa
		Lyttleton - Mount Herbert
Dunedin City Council	6	Chalmers
		Mosgiel Taieri
		Saddle Hill
		Strath Taieri
		Waikouaiti Coast
		Otago Peninsula
Hutt City Council	3	Eastbourne
		Petone
		Wainuiomata
Invercargill City Council	1	Bluff
Manukau City Council	8	Clevedon
		Botany
		Howick
		Mangere
		Manurewa
		Otara
		Pakuranga
		Papatoetoe
North Shore City Council	6	Albany
		Birkenhead - Northcote
		Devonport
		East Coast Bays
		Glenfield
		Takapuna
Waitakere City Council	4	Henderson
		Massey
		New Lynn

City Council	# of Boards	Community Boards
		Waitakere
Wellington City Council	2	Makara - Ohariu Tawa

District Councils	# of Boards	Community Boards
Ashburton District Council	1	Methven
Buller District Council	1	Inangahua
Central Otago District Council	4	Vincent Roxburgh Cromwell Maniototo
Clutha District Council	2	West Otago Lawrence-Tuapeka
Far North District Council	3	Eastern Community Northern Community Western Community
Franklin District Council	2	Onewhero - Tuakau Waiuku-Awhitu
Gore District Council	1	Mataura
Grey District Council	1	Northern Ward
Hastings District Council	1	Hastings Rural
Horowhenua District Council	1	Foxton
Hurunui District Council	1	Hanmer Springs
Kapiti Coast District Council	4	Paekakariki Otaki Waikanae Paraparaumu-Raumati
Mackenzie District Council	3	Fairlie Tekapo Twizel
Matamata-Piako District Council	3	Matamata Morrinsville Te Aroha
New Plymouth District Council	4	Clifton Inglewood Kaitake Waitara
Opotiki	1	Coast
Otorohanga District Council	2	Kawhia Otorohanga
Queenstown-Lakes District Council	1	Wanaka
Rangitikei District Council	2	Ratana Taihape
Ruapehu District Council	2	National Park Waimarino-Waioru

District Councils	# of Boards	Community Boards
Selwyn District Council	2	Malvern Selwyn Central
South Taranaki District Council	4	Egmont Plains Eltham Hawera-Normanby Patea
South Waikato District Council	1	Tirau
South Wairarapa District Council	3	Martinborough Featherston Greytown
Southland District Council	12	Balfour Edendale Lumsden Riversdale Riverton - Aparima Stewart Island Te Anau Tuatapere Wallace Wallacetown Winton Wyndham
Tararua District Council	2	Dannevirke Eketahuna
Tasman District Council	2	Golden Bay Motueka
Taupo District Council	1	Turangi - Tongariro
Thames-Coromandel District Council	5	Thames Coromandel - Colville Mercury Bay Tairua - Pauanui
Timaru District Council	3	Whangamata Geraldine Pleasant Point Temuka
Waikato District Council	4	Huntly Ngaruawahia Raglan Taupiri
Waimakariri District Council	1	Kaiapoi
Waipa District Council	2	Te Awamutu Cambridge
Waitaki District Council	2	Ahuriri Waihemo
Wanganui District Council	1	Wanganui Rural
Western Bay of Plenty District Council	5	Waihi Beach KatiKati

District Councils	# of Boards	Community Boards
		Omokoroa
		Te Puke
		Maketu
Whakatane District Council	5	Edgecumbe-Tarawera
		Murupara
		Ohope
		Taneatua
		Whakatane