The Relationship Accord between the \_\_\_\_\_\_\_\_\_ Council and the \_\_\_\_\_\_\_ Community Board

Te whakaaetanga ā-hononga a CBEC

A template prepared by Community Boards Executive Committee and LGNZ, July 2025

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### Preamble

***He kupu whakataki***

This Accord sets out the basis for the ongoing relationship between the ……………………………………… community board (the board) and the ………………………….. council (the council).

**1 Purpose**

***Whāinga***

The purpose of the Accord is to encourage communication, coordination and cooperation between the council and its community boards to enable them to work together to:

* facilitate local decision making and action by, and on behalf of, communities;
* promote active citizenship;
* strengthen the connection to neighbourhoods and citizens;
* provide local input into Council strategies, plans and services;
* ensure the delivery of local public services.

Underpinning the Accord is a commitment to act towards each other in good faith, that is, to establish and maintain a productive relationship in which the parties are responsive and communicative. [[1]](#footnote-1)

## 2. Shared governance

***Te kāwana ngātahi***

The Accord sets out the parameters whereby the governing body of the council has responsibility for matters of city/district wide significance within which the board has an interest in all matters affecting their community. The relationship between the council and board(s) is based on the following understandings:

* The best interests of the city/district’s communities are served when the council and its boards work cooperatively.
* The council and community boards acknowledge that the council has a city/district wide focus and boards have a community focus, with community boards operating under the governance umbrella of the council.
* Community boards carry out the responsibilities, duties and functions set out in statute as well as any additional roles and responsibilities given and/or delegated by the council.

## 3. Working together in collaboration

***Te mahi ngātahi I runga I te whakairo Kotahi***

* When making decisions, council will engage early with its community board(s) so that feedback from the board can be utilised in the decision-making process.
* The council will have particular regard to board feedback on relevant policy and planning documents before they are adopted as draft documents and notified for public comment.
* Community boards may make submissions on any council consultation document that has been publicly notified, regardless of whether they have commented on an early draft of that document.
* Decisions on projects or matters with city-wide implications across multiple ward boundaries will be made by the council or a council committee. Boards will be engaged on city wide initiatives that impact their communities.
* The council may, as appropriate to the matter under consideration, appoint community board representatives to committees, hearings panels, and working parties.
* The board and the council will agree on levels of service to be provided in each community board’s area. Where the agreed service levels differ from the district-wide service levels adopted by the council, then a rate differential may be applied to the community board’s jurisdiction to equalise the level of service.

## 4. Communication

***Ngā whakapātanga***

* The objective is to retain quality relationships between the council and the board, and between the board and the public. Communication by all must be timely and include all relevant information.
* Minutes of board meetings will be available in a timely manner, sent and circulated to the council with any resolutions highlighted.
* The chairperson, unless otherwise stated, is the spokesperson for the board.
* The council and the board will refrain from public criticism of each other and deal with issues in good faith by direct and constructive discussion, not in the public arena.
* The board chairperson will have the opportunity to present the board’s report to the council following each meeting of the board.
* The Mayor may attend any meetings of the community board chairs, as appropriate

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## 5. Responsibilities of council and staff

## *Ngā haepapa ki te kaunihera me ngā kaimahi*

* The Chief Executive Officer (CE) will ensure that the Board is provided with complete, timely and robust information, support and advice on which the Board can make its decisions. This includes the provision of adequate staff support for Board activities.
* To ensure board decisions are well-informed officer reports will include information on options, risks and costs, in accordance with the significance of the issue.
* The board will ensure that requests for staff advice do not exceed the amount of staff time allocated to the board under this agreement (if appropriate). The board chairperson will negotiate with the CE if additional staff resources are required.
* The roles and responsibilities of senior leadership team, democracy team, Iwi/community board liaison personnel and any other staff member working directly for or with a board will be clarified as part of this agreement.
* Once this is agreed, these roles and responsibilities need to be specified in the Accord.
* Community board concerns regarding operational performance will be communicated to the relevant General Manager in the first instance and subsequently to the CE if not resolved.
* In working with the board, the council and its staff will carry out the following responsibilities:
1. develop annual budgets and work programmes in consultation with the board and consistent with the priorities of the councils LTP
2. consult the board by way of a detailed presentation on the contents of the draft annual plan or draft long-term plan in sufficient time to allow the board to make a meaningful and informed submission to the council
3. provide transparent asset and service delivery expenditure in the board’s community
4. consult the community in the early stages of developing strategies, including the design of assets, services, projects, programmes and facilities.
5. listen to, and take into account the board’s feedback on assets, services, projects, programmes and facilities
6. consult with the board when preparing submissions about matters relevant to the board and its area, in a timely manner
7. provide administrative support for the board’s meetings and a single staff contact for all departments of the council
8. present board members with a quarterly report detailing the next period’s programme of works in the board’s area
9. consult the board by way of a detailed presentation on major policy issues initiated by the council that will be occurring within the board area.
10. invite board members to participate in all community or site meetings held in the board area on proposed works projects
11. hold at least one combined workshop per annum involving members of the governing body, key staff, and board members to discuss issues of mutual interest and clarify future strategic direction
12. accept, at its ordinary meetings, representations from the board on any issues of significance recorded in board minutes.

## 6. Responsibilities of the community board

***Ngā haepapa ki te Poari Hapori***

* The board(s) is accountable for the decisions it makes, which means all members are expected to make their best efforts to support the board, its purpose and decisions.
* An annual performance review of the board will be undertaken by the council in liaison with the board chairperson.
* Code of Conduct – board members will comply with the council’s Code of Conduct / the board agrees to adopt its own Code of Conduct (*delete the option that does not apply*)
* Standing orders – the board agrees to operate under the council’s standing orders / the board will adopt the community board standing orders published by LGNZ (*delete the option that does not apply*).
* The board will undertake its role, as set out in section 11 of this Accord, in an efficient manner that aligns, and is consistent with, the priorities of the governing body as set out in the council’s Long-Term Plan.

Please Note: all three Models include the statutory roles described above.

**Community boards will**:

1. represent, and act as an advocate for, the interests of its community; and
2. consider and report on all matters referred to it by the territorial authority, or any matter of interest or concern to the community board; and
3. maintain an overview of services provided by the territorial authority within the community; and
4. prepare an annual submission to the territorial authority for expenditure within the community; and
5. communicate with community organisations and special interest groups within the community; and
6. within the framework of the council’s relationship to Iwi/Māori, seek to engage with appropriate Māori organisations within the board’s rohē; and
7. undertake any other responsibilities that are delegated to it by the territorial authority (Section 52 LGA 2002)

## 7. Meetings and decision-making

***Ngā hui me te whakatau Kaupapa***

* The board(s) will meet every …… weeks, or a total of ..… times per annum, in accordance with standing orders[[2]](#footnote-2).
* Both the council and the board acknowledge that good governance requires them to consider community views and provide a balance of the different views and the trade-offs necessary
* Each meeting will include the following agenda items:
	+ an open public forum with speakers making prior arrangements with staff to attend
	+ an opportunity for local organisations to provide an update on their work within the board’s jurisdiction.
	+ a works and services report from council staff
	+ an update on progress made towards the achievement of the board’s community plan (this may be quarterly)
* At each board meeting there will be an opportunity for informal discussion by board members on matters of mutual interest to the board and council, not covered by an agenda item.
* If a board considers that a particular decision is better made at the community board level, rather than at the level of the governing body, it may ask for a report to the council regarding the delegation of that particular decision.
* If it chooses to do so, the board may refer any decision it has been given delegated authority to make to the council.
* The Council is not entitled to rescind or amend a final decision made under a delegation to a community board.
* When exercising decision-making powers the board(s) must take account of the council’s Significance and Engagement Policy and the requirements of the LGA 2002.

## 8. Strengthening relationships

***Te whakakaha I ngā hononga***

* Where a board has been involved in reaching decisions made by the council it will not publicly criticise those decisions.
* The council and the board will together work out issues of difference in good faith. It is recognised that issues where different positions are taken will naturally arise and will generally be resolved positively through discussion.
* Where there are significant differences between the board and the council, agreement will first be sought through mediation involving an independent and suitably skilled individual acceptable to both parties.
* Where board performance concerns are raised and no resolution is agreed the council has the right to remove delegations made to the board.
* Boards will ensure that they have processes in place to identify and address under-performing members of the board.
* Any board concerns regarding operational performance will be communicated, in the first instance, to the relevant General Manager and subsequently, if not resolved, to the council’s Chief Executive.

## 9. Operational support for board members

***Ngā tautoko ā-whakahaere mō ngā mema o te Poari Hapori***

The council undertakes to ensure board members have the “tools” to effectively fulfil their roles and duties. This includes:

* regular meeting cycle – every ……………. months
* regular meeting venue ……………………………………………
* provision of administrative facilities and advice to community board members.
* opportunity to meet in community venue or marae at least ……………………. per annum
* ensuring that reports to meetings will have a one-page cover sheet that summarises what the report is about and specifies the action required from the board
* ensuring that at least one member of the governing body and staff attend all community board meetings
* ensuring that queries arising from reports (and intended for council staff attending board meetings) are provided at least two days in advance through the chair to the CE
* ensuring staff needing to present at board meetings will provide a brief to the chair at least two days in advance of the meeting
* ensuring that each board will have a Communication and Engagement plan developed with the support of staff

To enable community board members to fulfil the expectations of their office, board members will be entitled to:

* IT support, such as lap top computer and phone.
* dedicated email addresses within council protocols
* accessible meeting rooms
* parking fees reimbursed [matching councillor entitlements]
* refreshments supplied for each board meeting
* travel costs reimbursed according to Remuneration Authority guidelines
* childcare costs of up-to *[insert amount here]* to enable all board members to attend meetings or hui.

## 10. Training & professional development for board members

***Ngā whakangungu me ngā whakawhanaketanga ngaio mō ngā mema o te Poari Hapori***

Appropriate training and development will be provided for board members, on an ongoing basis, to ensure they have the necessary skills and knowledge to undertake their governance and policy-making responsibilities. This will include:

* At least one fully funded leadership training programme for all board chairs and deputy chairs. This should be in addition to the council’s standard post-election induction in order to build capability in governance, advocacy, and relationship building.
* Tailored induction for chairs at the start of each term, including returning chairs.
* Where needed there will be agreed access to paid training for individual board members, signed off between the Chair and Chief Executive (or delegate).
* All board members to be offered training in Civil Defence and Emergency Management (CDEM) — from basic awareness to active response, as appropriate to local circumstances.
* Ensuring all board members are able to learn about local tikanga and Te Ao Māori to facilitate building constructive relationship Iwi/hapu and local Māori organisations.
* The board will encourage members to take part in training or workshops organised by the council to enhance the performance of the board.
* Appropriately qualified members of the board may be appointed to any Hearings Panel to consider resource consent applications. This will require that the Board maintain an impartial position on resource consent applications at all times.

## 11. Community board role

***Te tūranga o te Poari Hapori***

The community board has the following role: “Voice and Advice” / “Voice, Advice and Delivery; / “Voice, Advice, Delivery and Leadership” (*delete the options that are not relevant*). The role, which is summarised below, is described in detail in Attachment 1. More detail can also be found in the Council/Community Board Relationship Guide.

#### Model 1: Voice + Advice

The foundation of strong local democracy. This model ensures community boards are a vital conduit between communities and council. Boards bring local voices to the table, advocate for their communities, and provide advice and feedback on issues of local interest. They help the council stay connected and responsive, while remaining grounded in their representative and advisory role.

#### Model 2: Voice + Advice + Delivery

Advice plus action, with community at the centre. Building on Model 1, this approach includes practical responsibilities and delivery of small-scale services and projects. Boards become partners in local service monitoring, delivery, and community engagement. With delegated funding and planning input, they can directly shape outcomes in their area while still aligning with the council’s strategic direction.

#### Model 3: Voice + Advice + Delivery + Leadership

Genuine shared governance at the local level. This model gives boards the opportunity to lead — not just advise or deliver. Boards take a front-footed role in local planning, budget setting, policy decisions, and oversight of significant community services and assets. This is a true partnership model, with councils and boards working together to co-govern on behalf of communities.

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## 12. Resolving differences and review

***Te whakatau I ngā rerekētanga me te arotake***

The parties may consider and review this document at any time. Any proposals for change must be presented for consideration at the next available meeting of each party. The request must be made in writing to the administrator and made at least two weeks before the next meeting date.

Any differences arising between the council and the community board about the interpretation and application of this Accord will be referred to panel comprising representatives of both parties and, if needed, an independent mediator.

Both parties must ratify any proposed changes to this Agreement prior to them coming into effect. This agreement will be placed on the agenda of the final meetings of both parties prior to the triennial election for the purpose of reviewing the document and recommending changes (if any) to the incoming Council and Board.

## SIGNED:

***Kua waitohutia***

**Signed by:**

Community Board Chair: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Date: \_\_\_\_\_\_\_\_\_\_\_

Council Mayor/CE: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Date: \_\_\_\_\_\_\_\_\_\_\_

DATE:

# THE MODELS

***Ngā tauira***

The role of the community board is set out below. *(Delete the two that do not apply.)*

## Model 1: Voice + Advice

***Tauira 1: te reo me ngā kōrero āwhina***

The foundation of strong local democracy. This model ensures community boards are a vital conduit between communities and council. Boards bring local voices to the table, advocate for their communities, and provide advice and feedback on issues of local interest. They help the council stay connected and responsive, while remaining grounded in their representative and advisory role.

***Representing and acting as an advocate for the interests of the community.***

*Example: hearing from the local community and representing these interests at a council/committee meeting through public fora, submissions, presentations, or through supporting submitters*

**Considering and reporting on any matter referred to it by their council, and any issues of interest to the Community Board**

*Example: considering and providing feedback to the council on matters in their local area, providing reports to the council on matters in their local area they want considered by the council*

**Maintaining an overview of services provided by their council within their community**

*Example:* *providing regular updates to the council on matters of interest from their local community – including reporting on levels of satisfaction/points of concern and receiving notification of any resource consent activity in the community.*

**Making an annual submission to their territorial authority on expenditure**

*Example: providing a Board submission, on behalf of the local area, on the council’s LTP and AP, district plan changes, strategies and policies, bylaw changes.*

**Communicating with community organisations and special interest groups in the community**

*Example: providing regular updates to the community, via relevant channels; informally receiving commentary from the community to share with the council to inform decision-making (this might be via meetings, feedback to questions)*

**Undertaking any other responsibilities delegated by their council** – None

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## Model 2: Voice + Advice + Delivery (Model 1+)

***Tauira 2: te reo, ngā kōrero āwhina, me te tukunga (Tauira 1 me ngā āpitihanga)***

Advice plus action, with community at the centre. Building on Model 1, this approach includes practical responsibilities and delivery of small-scale services and projects. Boards become partners in local service monitoring, delivery, and community engagement. Through delegated funding and planning input, they can directly shape outcomes in their area while still aligning with the council’s strategic direction.

**Representing and acting as an advocate for the interests of the community**

*Example:* *gathering evidential feedback from the local community to inform council decision-making (via carrying out an independent survey or collation of submissions) and inputting to funding allocation decisions for community groups within local board area*

**Maintaining an overview of services provided by their council within their community**

*Example: monitoring delivery of services and providing formal, regular feedback to council through agreed channels*

**Communicating with community organisations and special interest groups in the community**

*Example: is formally appointed to community groups as the CB representative and is expected to attend the annual AGM*

**Undertaking any other responsibilities delegated by their council**List delegated decision-making responsibilities

*Example*

* *developing an annual community board plan, aligned with the council’s long-term plan and other considerations, that identifies a programme of delivery for specified services and projects*
* *allocation of discretionary funds for implementation of this plan [this could be a bulk fund or allocated on a project by project basis]*
* *spending discretionary funds within approved budget areas*
* *co-design of community facilities with input from relevant community groups and organisations (within council policies)*
* *advice/input to Civil Defence and emergency management planning and delivery [determined by written agreement]*
* *approving street names recommended by staff.*

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## **Model 3: Voice + Advice + Delivery + Leadership (Model 2+)**

***Tauira 3: te reo, te reo, ngā kōrero āwhina, te tukunga me te hautūtanga (Tauira 2 me ngā āpitihanga)***

Genuine shared governance at the local level. This model gives boards the opportunity to lead — not just advise or deliver. Boards take a front-footed role in local planning, budget setting, policy decisions, and oversight of significant community services and assets. This is a true partnership model, with councils and boards working together to co-govern on behalf of communities.

**Representing and acting as an advocate for the interests of the community**

*Example: full voting rights on specified committees/sub-committees of council*

**Maintaining an overview of services provided by their council within their community**

*Example: providing input to investment and service delivery decisions of the council in the local area and reporting on these to specifically guide risk and improved resource deployment and confirming the design of community facilities within the budget constraints set by council*

**Communicating with community organisations and special interest groups in the community**List organisations

*Example: is formally appointed to community groups as the CB representative and is expected to attend all committee meetings and volunteer for activities of the group*

**Undertaking any other responsibilities delegated by their council**List delegated decision-making responsibilities

*Example: developing a place-based future focused development plan, aligned with the council’s long-term plan and other strategic considerations, that takes account of the wishes and aspirations of the local community*

* *determining policy settings for specified activities such as street naming, notable trees within board area*
* *approval of site selection and final design for specified community facilities with input from relevant community groups and organisations (within council policies)*
* *setting of budgets, within allocated funding, for delivery of services in the local board area*
* *overseeing the hiring of local contractors to deliver specified services within existing council procurement and operational policies*
* *exercising regulatory powers as specified*
* *granting of leases or licences on reserves (within council policy)*
* *approving traffic control signs*
* *making appointments to external bodies*
* *assigned duties during Civil Defence and emergency management response [determined by written agreement]*
1. A definition of good faith taken from section 4(1A) of the Employment Relations Act 2000 is “the parties to the relationship are active and constructive in establishing and maintaining a productive relationship in which the parties are, amongst other things, responsive and communicative.” [↑](#footnote-ref-1)
2. Reference may be made to either the council’s standing orders or the community board standing orders published by LGNZ. [↑](#footnote-ref-2)