



Leadership, Governance and Advocacy

What we do and why

This activity covers the work of Council, Council committees and subcommittees, the Turangi Tongariro Community Board and the Taupo Youth Council. It also includes the facilities and internal systems that support the delivery of these activities and the other groups of activities that Council undertakes.

Councillors and Community Board members are responsible for setting Council's directions on behalf of the people of Taupo District. They are also responsible for monitoring progress to achieve these directions, providing leadership, communicating and consulting with the public, building relationships for the benefit of the district and advocating on behalf of the community.

Council acts as an advocate, working on behalf of the community. This involves:

- attending meetings with other organisations to make the district's views heard
- attending meetings outside the district, to represent the community
- advocacy roles with regional and central Government and various ministries and departments.

Every six years Council is required to undertake representation reviews. These reviews will determine the structure and representation for the 2013 and 2019 triennial elections. The outcome of these reviews could impact on the level of service but will not affect the overall intentions of the activity.

This activity administers statutory governance systems such as:

- Standing Orders
- Local Government Official Information and Meetings Act requests
- Privacy Act
- Governance Statements
- Electoral requirements
- Policy Register
- Delegations Register
- Minute books By-laws Register
- Declaration of Interests Register

This activity also includes Council's international relationships with sister cities. As at August 2008 Taupo town had three official Sister City relationships:

- Hakone (Japan)
- Noumea (New Caledonia – France)
- Suzhou (China).

It also has friendship city status with Xian (China).

In Taupo the benefits gained from these relationships have been mostly educational through student exchanges with these cities. The promotion of cross-cultural understanding has also been an area of benefit.



The Turangi Tongariro Community Board has a Sister City friendship with the village of Kitashiobara, Fukushima Prefecture, Japan. Both share the backdrop of a lake and mountains and have a similar population base. The relationship was officiated on 7 November 1997.

As an organisation we need to ensure that our facilities and internal systems are up to date and capable of supporting what we said we would do. We have a range of internal services which support and enable the organisation to perform its key tasks effectively and efficiently. This means

- recruiting and retaining appropriately qualified staff
- having well managed information systems
- having a healthy safe work environment conducive to producing quality results
- maintaining philosophies of risk reduction and continuous improvement.

International Relations Committee

The Sister City programme was originally established after World War II to promote international understanding and world peace by furthering communication between people from different cultures. Since then Sister City relationships have taken on much more than cross-cultural communication and exchange, although this is still at the heart of Sister City programmes.

Taupo's relationships are managed on behalf of Council by the International Relations Committee, a group of volunteers including teachers, business people, Councillors and other interested members of the public. This group liaises with people from Taupo's Sister Cities to facilitate educational, business and cultural exchanges. Over the past few years these have included school visits, official delegations and business development trips, both from Taupo overseas, and from our sister cities to Taupo. Council provides funding to support these activities. Turangi's sister city relationship is managed by the Turangi Tongariro Community Board.

Developing Future Leaders

Developing our future leaders is about empowering our young people to reach their full potential. The Taupo Youth Council was established in 2007 to do just that and provides a way to bring young people together so they have an opportunity to put forward youth opinions and recommendations about issues that concern them. Recent discussions about the future of this group have indicated that for the sustainability, credibility and effectiveness of input from our youth, we need to consider if a youth council is the best option or if there are other ways to achieve the same goal. We need to think about how this could happen, not only in Taupo but also in Turangi and Mangakino. We will be looking at ways over the coming years as to how the Council can be at the forefront of youth issues and how they can be brought more effectively into the mainstream environment. The aim of doing this is to develop our future generation of leaders, be that in a work or political environment or both.



Rating options

During the preparation of the ten year plan, Council held a number of workshops to discuss the implications of various rating alternatives. This included changing from a land value to a capital value rating system, and moving from two separate general rating areas to a single general rate across the district. Over the coming months Council will be developing a range of options for you to consider as part of the 2010/11 Annual Plan.

Key actions, projects and services

2009-2010

- Implement IT projects to improve systems and processes
- Maximise shared services opportunities
- Investigate establishment of Youth Councils in Turangi and Mangakino

2010-2012

- Triennial election in 2010/11
- Review of Code of Conduct in 2010/11
- Prepare Local Governance Statement in 2010/11 [by April 2011]
- Representation Review in 2011/12

2012-2019

- Triennial elections in 2013/14 and 2016/17
- Review of Code of Conduct in 2013/14 and 2016/17
- Prepare Local Governance Statements in 2013/14 and 2016/17
- Representation Review in 2017/18



How we'll know we're on track

Short term

<i>What we want to know</i>	<i>Measure</i>	<i>Source of information</i>	<i>Target</i>
There is satisfaction with the decision making process	Percentage of community that understand how Council makes decisions	WCOPS ⁵	75% ⁶
	Confidence that Council's decisions are best for the District	WCOPS	75% ⁷
Significant decisions are made in accordance with the requirements of the Local Government Act 2002	Significant decisions comply with the requirements of the Local Government Act 2002 (refer to Council's policy on Significance)	TDC	Achieve ⁸
Information is available to the community so that they are able to participate in the decision making process	Process all requests for official information within 20 working days of receipt of the request	TDC	Achieve
Management systems and processes are reliable	Organisational development action plan targets are met	TDC	Achieve

Long term

<i>What we want to know</i>	<i>Measure</i>	<i>Source of information</i>	<i>Target</i>
The community feels involved in the development and future of the District	Percentage of community who feel they have enough say in what Council does	WCOPS	75% ⁹

⁵ Waikato Community Outcomes Perceptions Survey

⁶ In September 2007 we achieved a result of 55.9%

⁷ In September 2007 we achieved a result of 53%

⁸ In 2007/08 we achieved this target

⁹ In September 2007 we achieved a result of 48.8%



Leadership, Governance and Advocacy - Cost of Service Statement

	2009/10 (\$,000)	2010/11 (\$,000)	2011/12 (\$,000)	2012/13 (\$,000)	2013/14 (\$,000)	2014/15 (\$,000)	2015/16 (\$,000)	2016/17 (\$,000)	2017/18 (\$,000)	2018/19 (\$,000)
Operating Funding Requirements										
Operating Income										
Targeted rates	0	0	0	0	0	0	0	0	0	0
Development and/or financial contributions	0	0	0	0	0	0	0	0	0	0
Property Sales	0	0	0	0	0	0	0	0	0	0
Vested assets	0	0	0	0	0	0	0	0	0	0
Other income	0	47	0	0	50	0	0	55	0	0
Total Income	0	47	0	0	50	0	0	55	0	0
Operating Expenditure										
Operating expenditure	4,359	4,684	4,768	4,809	5,057	5,127	5,187	5,532	5,665	5,757
Depreciation and amortisation	15	22	23	16	21	24	17	22	25	17
Finance costs	0	0	0	0	0	0	0	0	0	0
Total Operating Expenditure	4,374	4,706	4,791	4,825	5,078	5,151	5,204	5,554	5,690	5,774
Net Deficit (Surplus) of Operations	4,374	4,659	4,791	4,825	5,028	5,151	5,204	5,499	5,690	5,774
Funded by:										
General rates	4374	4659	4791	4825	5028	5151	5204	5499	5690	5774
Operating deficit (surplus) from/to reserves	0	0	0	0	0	0	0	0	0	0
Recognition of vested assets	0	0	0	0	0	0	0	0	0	0
Depreciation not funded	0	0	0	0	0	0	0	0	0	0
Total Funding Applied	4,374	4,659	4,791	4,825	5,028	5,151	5,204	5,499	5,690	5,774

Leadership, Governance and Advocacy - Cost of Service Statement

Capital and Reserves Funding Requirements	2009/10 (\$,000)	2010/11 (\$,000)	2011/12 (\$,000)	2012/13 (\$,000)	2013/14 (\$,000)	2014/15 (\$,000)	2015/16 (\$,000)	2016/17 (\$,000)	2017/18 (\$,000)	2018/19 (\$,000)
Capital Expenditure										
Renewals	462	538	549	616	546	573	483	586	805	514
Growth	0	0	0	0	0	0	0	0	0	0
Increase in level of service	448	454	319	327	335	342	351	360	369	379
Total Capital Expenditure	910	992	868	943	881	915	834	946	1,174	893
Loan Repayments	383	462	517	429	508	482	444	452	460	469
Total Cost	1,293	1,454	1,385	1,372	1,389	1,397	1,278	1,398	1,634	1,362
Funded by:										
Loans Raised	488	506	319	327	335	342	351	360	369	379
Transfer from Reserve(s)	805	948	1,066	1,045	1,054	1,055	927	1,038	1,265	983
Total Funding Applied	1,293	1,454	1,385	1,372	1,389	1,397	1,278	1,398	1,634	1,362
Split of Capital Expenditure										
Renewals	462	538	549	616	546	573	483	586	805	514
Growth	0	0	0	0	0	0	0	0	0	0
Increase in level of service	448	454	319	327	335	342	351	360	369	379
Total Cost	910	992	868	943	881	915	834	946	1,174	893



Community Engagement

What we do and why

Community engagement involves working with communities and other groups to address issues affecting the community's well-being. It requires the development of working relationships between communities and various organisations, particularly local and Central Government agencies, to help them all understand and address the needs of the community. It often involves the mobilisation of resources and can mean changes to policies, programmes and practices.

A range of organisations can have an impact on the well-being of communities in the district. The involvement of these organisations will be essential in the process of addressing issues affecting community well-being. Council plays a key role in developing working relationships with these organisations to help promote co-operation and collaboration where needed.

Carrying out this activity requires relationships with these other organisations locally, regionally and nationally. We use a number of methods to build relationships at various levels, from Central Government through to the community level.

- We work with many Central Government agencies that have a presence in Taupo District to advocate for effective service delivery to our communities. We do this by working alongside them in our District and building relationships with decision makers at a national or regional level.
- Triennial agreements are a requirement of the Local Government Act 2002 for all councils in each region to develop an agreement setting out how they intend to meet as a group to discuss issues that affect the region. We are involved mainly in the Bay of Plenty and Waikato regions but also have the ability to participate in the Manawatu-Wanganui and Hawke's Bay triennial agreement forums.
- Regionally we are involved with the Community Outcomes Bay of Plenty and Choosing Futures Waikato collaborations which focus on the community outcomes around the Bay of Plenty and Waikato regions respectively. They provide forums to bring councils and other organisations together to help build relationships and to coordinate work to achieve the community outcomes of the various communities throughout the regions. Specific projects we have been involved in with these groups include an affordable housing strategy and regional economic transformation strategies. The World Health Organisation Safe Communities Accreditation project also arose from the work done with Community Outcomes Bay of Plenty.
- At a District level we develop partnerships to collaborate on particular issues. We work with four other agencies to co-ordinate the 2020 Taupo-nui-a-Tia Action Plan for the sustainable management of Lake Taupo. A specific action to manage the lake is carried out by Lake Taupo Protection Trust, a partnership between Council, Environment Waikato, Tuwharetoa Maori Trust Board and the Crown.



- We work with Enterprise Lake Taupo Trust on economic development matters. This trust has representatives from a range of organisations with an interest in economic development.
- With Iwi and Hapu there is a range of engagement activity. A Strategic Communications Officer is employed to work alongside Maori assisting them to engage with Council. The Strategic Communications Officer's role also involves building capacity of other Council staff to engage with Maori.
- We have developed a range of ways to engage the public and get people involved with what Council is doing. Mayoral forums, coffee with the Mayor and CEO, road shows on plans, media forums and other feedback channels are used to give people more opportunities to communicate with Council.

We intend to further develop these relationships and to increase our engagement at the Central Government level in particular.

Council will also promote collaboration where appropriate with the intention of developing better results than would have been possible if organisations operated separately and independently. Without collaboration we may not achieve efficiencies that could be possible.

Advocacy

Council has a responsibility to promote the social, economic, environmental and cultural well-being of the community and is a leader and advocate for the community. We will work to build relationships with important organisations to help obtain the resources and co-operation needed to address community issues. A focus for this work will be at a national level, particularly with Central Government politicians and ministries. As a representative of the community, Council will advocate for those organisations' attention to be directed where the communities of Taupo District want it.

Community Support

Community support takes a number of forms. Council is involved in the facilitation and co-ordination of community groups, making grants and helping communities and neighbourhoods to be safe.

The key focus over the next ten years is to work on the regeneration of the social and physical attributes of our communities' neighbourhoods. The intention is to use all of Council's resources to develop dynamic action plans designed to upgrade the physical aspects of identified neighbourhoods. Once a sense of place and pride are developed, it is intended to develop the social networks to address visible or underlying social issues affecting the community.



Our neighbourhoods

Spaces that are shared and enjoyed by the community as a whole require a sense of ownership and pride on the part of the residents. We want to go back to our older neighbourhoods and work on integrating people, land, buildings and residents of different backgrounds. We want to foster pride in neighbourhoods, develop safe and environmentally friendly communities and to encourage resident participation.

We want our neighbourhoods to encourage residents to walk to convenient services and places such as parks or the dairy. The way our streets are designed should make it easier for everyone to move around and be a part of their community.



Community Grants

Council supports the community by making grants to various groups within the community. This provides a source of funding for community groups where the groups' activities are of benefit to the wider community. Some grants are made on a one-off basis, but for some organisations Council provides ongoing grants which are then distributed on our behalf. This includes Waiora House, Creative Taupo and Lake Taupo Sports Advisory Trust. Grants have also been made to Bike Taupo and the Lake Taupo Community Arts Festival. These grants help ensure that the work of these organisations can continue with some security of funding. Council is currently reviewing the Community Grants Policy. It is anticipated that the policy will be adopted in 2009/10.



World Health Organisation Safe Communities Accreditation

Communities throughout the world have recognised the benefits of identifying and implementing injury, safety and crime prevention strategies. These benefits include reducing the cost of unsafe environments and ensuring a safer place to live, work, travel, learn and play for residents and visitors.

Local authorities can apply for accreditation as an International Safe Community and in doing so will join over 140 others in the world. The accreditation process usually takes about 2 years, so we plan on completing this process in 2010. Once in place the community (including government departments, businesses and community groups) will continue to work together to reduce both intentional and unintentional injury in the Taupo District.

Healthy homes

A significant proportion of the homes within the Taupo District were built pre-1978 before insulation became mandatory. Houses that are not insulated are cold and damp and this has found to contribute to a higher risk of respiratory and circulatory illness.

Council are part of the Taupo District Healthy Housing Steering Group (TDHH) which is a partnership between local and regional councils, health providers, local Iwi, community agencies and the Energy Efficiency and Conservation Agency (EECA). The core objective of this group is to fully-fund the retrofitting of insulation in low-income, high risk households, with funding sourced from a number of agencies. The current geographical focus of this work is District wide. Although Council is part of the steering group no funds have been set aside for this project.

Air Quality

In September 2004 the Ministry for the Environment introduced National Environmental Standards (NES) for air quality, requiring compliance by 2013. Ongoing air sampling analysis by Environmental Waikato in Taupo, has found that a reduction of air pollutants is required to meet the standards. The major contributing factor is seen to be inefficient wood burning stoves and the approach advocated by the regional council to achieve the standards is the ongoing replacement of non conforming fires. There is a programme of replacement but this will take a significant amount of time and only affects those households that fit the eligibility criteria. The original compliance date of 2013 is now being reviewed by the current government and this may result in an extension of time to achieve the standards. Environment Waikato has also indicated that they may not grant air discharge consents as a means to fast track compliance, however there are some concerns held with regards to the social impacts of this approach.



What are the significant negative effects?

We will have to take action to avoid any potential for alienating groups. Sometimes the development of relationships can be perceived to be risky due to the possible consequences if they go wrong. We will need to manage relationships very carefully to ensure that this does not happen.

Link to Council strategies

Council has a wide range of policies and strategies that relate to this activity, including the Community Engagement Strategy and most of the community-oriented policies and strategies.

Key actions, projects and services

2009-2010

- Implement Community Engagement Strategy
- Develop set of actions for our neighbourhoods
- Adopt Community Grants Policy

2010-2012

- World Health Organisation Safe Communities Accreditation obtained (2010/11)
- Review Community Engagement Strategy (2011/12)
- Continue the implementation of actions, targeting key neighbourhoods

2012-2019

- Review Community Engagement Strategy (2014/15 and 2017/18)
- World Health Organisation Safe Communities Accreditation maintained.

Ongoing key actions

- Administration of grants
- Advocacy and participation in wider forums
- Interagency and intersectorial collaboration
- Implement the Community Engagement Strategy



How we'll know we're on track

Short term

<i>What we want to know</i>	<i>Measure</i>	<i>Source of Information</i>	<i>Target</i>
We are working effectively with groups and organisations to identify and address issues	Results of partnership progress reports	Co-ordinators of partnerships	Positive results achieved by partnerships
As issues are identified, partnerships are developed where appropriate	Number of new partnerships developed within the scope of community development	TDC	At least one new partnership developed when new issues are identified ¹⁰

Long term

<i>What we want to know</i>	<i>Measure</i>	<i>Source of information</i>	<i>Target</i>
Members of the community have the ability to contact Council and express their views	Resident and ratepayer satisfaction with opportunities to have a say	TRRSS ¹¹ or WCOPS ¹²	60% ¹³

¹⁰ In 2007/08 we recorded 18 partnerships with external agencies

¹¹ Triennial Residents and Ratepayers Satisfaction Survey

¹² Waikato Community Outcomes Perceptions Survey

¹³ In September 2007 we achieved a result of 48.8%



Community Engagement - Cost of Service Statement

Operating Funding Requirements	2009/10 (\$,000)	2010/11 (\$,000)	2011/12 (\$,000)	2012/13 (\$,000)	2013/14 (\$,000)	2014/15 (\$,000)	2015/16 (\$,000)	2016/17 (\$,000)	2017/18 (\$,000)	2018/19 (\$,000)
Operating Income										
Targeted rates	41	43	44	45	47	48	49	51	53	55
Development and/or financial contributions	0	0	0	0	0	0	0	0	0	0
Property Sales	0	0	0	0	0	0	0	0	0	0
Vested assets	0	0	0	0	0	0	0	0	0	0
Other income	31	31	32	0	0	0	0	0	0	0
Total Income	72	74	76	45	47	48	49	51	53	55
Operating Expenditure										
Operating expenditure	1,470	1,526	1,569	1,584	1,618	1,665	1,709	1,763	1,821	1,885
Depreciation and amortisation	4	4	3	2	2	2	2	2	2	1
Finance costs	0	0	0	0	0	0	0	0	0	0
Total Operating Expenditure	1,474	1,530	1,572	1,586	1,621	1,667	1,711	1,765	1,823	1,886
Net Deficit (Surplus) of Operations	1,402	1,456	1,496	1,541	1,574	1,619	1,662	1,714	1,770	1,831
Funded by:										
General rates	1402	1456	1496	1541	1574	1619	1662	1714	1770	1831
Operating deficit (surplus) from/to reserves	0	0	0	0	0	0	0	0	0	0
Recognition of vested assets	0	0	0	0	0	0	0	0	0	0
Depreciation not funded	0	0	0	0	0	0	0	0	0	0
Total Funding Applied	1,402	1,456	1,496	1,541	1,574	1,619	1,662	1,714	1,770	1,831



Planning for the Future

What we do and why

Planning for the future involves the preparation of Council operating plans and policies, and monitoring and reporting on progress. It includes:

- preparing the following documents:
 - the Long Term Council Community Plan (LTCCP) and subsequent amendments
 - Annual Plans
 - Annual Reports
 - Financial and funding policies
 - Policies to assist council with decision making such as the Policy to Determine Significance
- identifying Community Outcomes that meet community and statutory requirements
- developing and overseeing monitoring and other data gathering activities that provide Council with information about how well Community Outcomes are being achieved and indicate trends and emerging issues
- reporting on progress toward the achievement of the Community Outcomes.

The Local Government Act 2002 requires local authorities to have in place various policies and plans that relate to what we do as an organisation and how we will undertake this work. These policies and plans inform the public of Council's activities and operating principles. The ten year plan provides the justification to set and collect rates which are then spent on behalf of the community to provide a range of services.

Link to Council strategies

This activity is about integrated planning and the planning, reporting, monitoring cycle. As such, there is linkage to all existing strategies and policies.

Key actions, projects and services

2009-2010

- Prepare 2010/11 Annual Plan
- Prepare 2008/09 Annual Report
- Prepare 2009/10 Corporate Business Plan
- Prepare LTCCP Amendments (as required)
- Develop policy (as required)
- Review the Community Outcomes
- Prepare State of the District Report



2010-2012

- Prepare 2011/12 Annual Plan
- Expo¹⁴ 2011/12
- Prepare 2012 – 22 LTCCP
- Prepare Annual Reports (2009/10 and 2010/2011)
- Prepare Top 20 Scorecard Report (2010/11)
- Prepare Corporate Business Plan (2010/11 and 2011/12)
- Review decision making policies for 2012-22 LTCCP
- Review financial and funding policies for 2012-22 LTCCP
- Triennial Resident's and Ratepayers Satisfaction Survey (2011/12)

2012-2019

- Prepare Annual Plans (2013/14, 2014/15, 2016/17, 2017/18)
- Expo¹⁴ 2014/15 and 2017/18
- Prepare LTCCPs (2015-25 and 2018-28)
- Prepare Annual Reports (2012/13, 2013/14, 2014/15, 2016/17)
- Prepare Top 20 Scorecard Reports (2012/13, 2014/15, 2015/16, 2017/18, 2018/19)
- Prepare State of the District Reports (2012/13, 2015/16)
- Triennial Resident's and Ratepayers Satisfaction Survey (2014/15, 2017/18)
- Review Community Outcomes (2017/18)

How we'll know we're on track

<i>What we want to know</i>	<i>Measure</i>	<i>Source of information</i>	<i>Target</i>
Plans and policies are prepared in accordance with the Local Government Act 2002 (and subsequent amendments)	Unqualified audit report for LTCCP and LTCCP amendments.	Audit report	Achieve
	Significant decisions comply with the requirements of the Local Government Act 2002 (refer to Council's policy on Significance)	TDC	Achieve ¹⁵
The community is well informed about Council's plans and progress	Percentage of the community that feel informed about Council's activities and plans for the future	TRRSS ¹⁶	75%

¹⁴ The Expo provides an opportunity to learn more about what Council has planned for the future and to discover the many valuable services provided by Council, community organisations and Government agencies.

¹⁵ In 2007/08 we achieved this target

¹⁶ Triennial Resident's and Ratepayers Satisfaction Survey



Planning for the Future - Cost of Service Statement

	2009/10 (\$,000)	2010/11 (\$,000)	2011/12 (\$,000)	2012/13 (\$,000)	2013/14 (\$,000)	2014/15 (\$,000)	2015/16 (\$,000)	2016/17 (\$,000)	2017/18 (\$,000)	2018/19 (\$,000)
Operating Funding Requirements										
Operating Income										
Targeted rates	0	0	0	0	0	0	0	0	0	0
Development and/or financial contributions	0	0	0	0	0	0	0	0	0	0
Property Sales	0	0	0	0	0	0	0	0	0	0
Vested assets	0	0	0	0	0	0	0	0	0	0
Other income	0	0	0	0	0	0	0	0	0	0
Total Income	0	0	0	0	0	0	0	0	0	0
Operating Expenditure										
Operating expenditure	756	804	845	835	865	916	908	959	1,010	1,007
Depreciation and amortisation	0	0	0	0	0	0	0	0	0	0
Finance costs	0	0	0	0	0	0	0	0	0	0
Total Operating Expenditure	756	804	845	835	865	916	908	959	1,010	1,007
Net Deficit (Surplus) of Operations	756	804	845	835	865	916	908	959	1,010	1,007
Funded by:										
General rates	756	804	845	835	865	916	908	959	1010	1007
Operating deficit (surplus) from/to reserves	0	0	0	0	0	0	0	0	0	0
Recognition of vested assets	0	0	0	0	0	0	0	0	0	0
Depreciation not funded	0	0	0	0	0	0	0	0	0	0
Total Funding Applied	756	804	845	835	865	916	908	959	1,010	1,007

