

## GOVERNANCE AND LEADERSHIP GROUP

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The purpose of local government as defined in the Local Government Act 2002 is:

- *To enable democratic local decision-making and action by, and on behalf of, communities, and*
- *To promote the social, economic, environmental and cultural well-beings of communities, in the present and for the future.*

The Hauraki District Council has stated its leadership role in achieving the purpose is:

*To ensure the successful:*

- *Provision of services and facilities.*
- *Advocacy on behalf of the community, and*
- *Use and management of resources,*

*... for all who live in or visit the Hauraki District.*

### *Which activities are included in the Governance and Leadership Group?*

- Democracy
- Iwi Liaison
- Policy Development
  - Strategic Planning
  - Resource Management Policy Development

### *Triennial Survey*

Council commissions a telephone survey to be conducted once every three years to assess the levels of satisfaction with community services and facilities. The last triennial survey was conducted late 2007, and consisted of approximately 400 interviewees.

The next triennial survey will take place during 2010/11.

### *Effect on Well-being*

All Council activities are designed to maintain or enhance the social, economic, environmental and cultural well-being of the Hauraki District community. There were no significant new or altered effects in Council's ongoing operations apparent during the 2007/08 year above those for previous years and those stated in the current Hauraki Community Plan 2006-16 or the Annual Plan 2007/08. However, improvements to infrastructure and delivery of service are apparent in the list of capital projects in the Hauraki Community Plan 2006-16.

The Leadership Group is responsible for determining the direction Council takes with all its activities including consultation with the community, and balancing the effects of these activities on the social, economic, environmental and cultural well-beings of the community.

The key document which explains Council's current and proposed future directions is in the Hauraki Community Plan 2006-16 available on Councils website [www.hauraki-dc.govt.nz](http://www.hauraki-dc.govt.nz). The Hauraki Community Plan 2006-16 is currently being reviewed and the Hauraki Community Plan 2009-19 will be available for formal public submission in early 2009.

*Cost of Funding – Governance and Leadership Group*

	Actual 2008 \$000	Budget 2008 \$000	Actual 2007 \$000
<b>OPERATING EXPENDITURE</b>			
Democracy	1,206	1,197	1,083
Policy Development	808	761	763
Iwi Liaison	38	55	35
	<b>2,052</b>	<b>2,013</b>	<b>1,881</b>
<b>OPERATING REVENUE</b>			
Fees and Charges	-	1	51
General Rates	1,875	1,875	1,763
	<b>1,875</b>	<b>1,876</b>	<b>1,814</b>
<b>OPERATING SURPLUS/(DEFICIT)</b>	<b>(177)</b>	<b>(137)</b>	<b>(67)</b>
<b>FUNDED BY</b>			
Other General Funding	-	(60)	-
Transfers to/(from) General Reserve	(177)	(77)	(67)
	<b>(177)</b>	<b>(137)</b>	<b>(67)</b>

## DEMOCRACY

The Mayor and Councillors are elected every three years. The last elections took place in October 2007. The Elected Member's role is to provide leadership to the community, to assess community related issues and to make decisions on behalf of residents, ratepayers and stakeholders which affect the Hauraki District.

The Council provides leadership and direction in community management through decision-making, advocacy, facilitation and monitoring.

### *Levels of Service that have contributed to Community Outcomes*

Current Levels of Service		Measure	Target 2007/08	Achievement in 2007/08	Contributes to which Community Outcomes
1.1	Council will conduct all its business in an open and transparent manner.	All procedural requirements are met in accordance with the Local Government Act 2002, Local Government Official Information and Meetings Act 1987, Standing Orders and other appropriate legislation.	No complaints upheld by the Ombudsman.	Achieved: There have been no complaints upheld by the Ombudsman during the 2007/08 period.	<ul style="list-style-type: none"> <li>▪ We want to have our say on our District's future</li> </ul>
1.2		Agendas for the meetings, (other than Extraordinary Meetings of the Council), and its committees available on the Council's website.	Available on website two clear working days before each meeting.	Not achieved: 11/12 months of agendas were published within two clear working days before each meeting.	
1.3		Develop a formal Communication Strategy	By December 2007	Not achieved: A draft strategy has been developed and is to be progressed in 2008/09.	

## Annual Report 2007/08

Current Levels of Service		Measure	Target 2007/08	Achievement in 2007/08	Contributes to which Community Outcomes
1.4	When making decisions Council will take account of community views and of the effect of decisions on decision-making matrix.	Implement the decision-making matrix as required by the Significance Policy.	100%	Achieved: A total of 6 reports for the year were prepared following the decision-making matrix in the Significance Policy.	
1.5	Council will make itself aware of community views and have regard to views of its communities.	Customer satisfaction of residents in Triennial Residents Survey in the general performance of Council.	>75% of residents satisfied with general performance of Council.	Not Achieved: Survey results for 'Quality and Reliability of Council's services' Satisfied = 54% (2004 survey = 50%). Of the remaining 46%, Neither satisfied nor dissatisfied = 31% Dissatisfied = 10% Don't know = 5%	

### *Council projects that have contributed to Community Outcomes*

Networking & Forums				
Project	What initiated this project?	Contributes to which Community Outcomes	Achievement in 2007/08	Effect on Well-being
Strategic Planners Network	The need for an integrated regional approach to strategic planning in the Waikato region.	All outcomes	Good progress towards the monitoring of community outcomes regionally and locally especially through MARCO project team; the Project Team Steering Group and Waikato Information Forum project team.	Demonstration of the progress being made by the community to the community outcomes has potentially an effect on all well-beings.
Better Futures Hauraki	Community Outcomes Identification process	<ul style="list-style-type: none"> <li>▪ Youth</li> <li>▪ Health</li> </ul>	Continued participation and networking with other agencies.	<b>Social:</b> Through enabling agencies to meet and learn about what others are doing, and take steps to collaboratively work towards the same goal.
Miscellaneous forums	Ongoing	All outcomes	Continued attendance at forums, with the purpose of improving community wellbeing in general including Labour Market Forum.	All well beings are affected in some way by regional and sub-regional collaboration.

## Annual Report 2007/08

Governance				
Project	What initiated this project?	Contributes to which Community Outcomes	Achievement in 2007/08	Effect on Well-being
Community representation	Hauraki District Council Standing Orders	All outcomes	Continuation of community representation.	All well beings are affected in some way by the holistic community representation of the governance role.

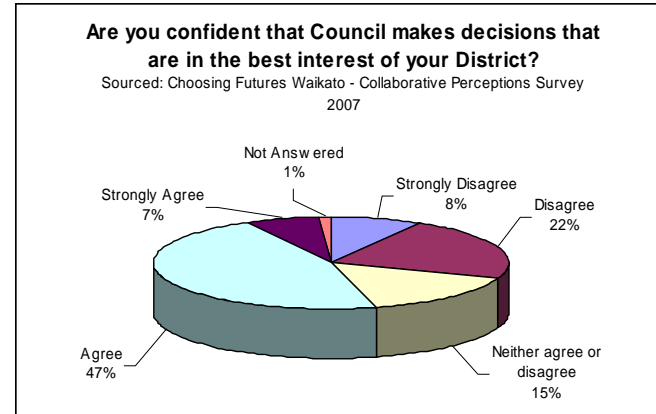
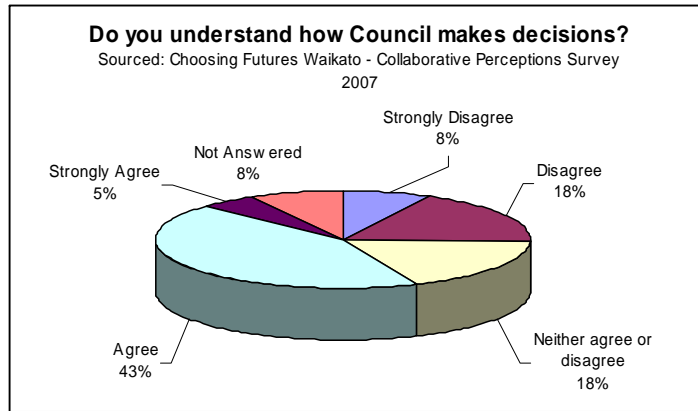
Community Advocating				
Project	What initiated this project	Contributes to which Community Outcomes	Achievement in 2007/08	Effect on Well-being
Apprenticeship Scheme	Mayors Task Force for Jobs initiative.	<ul style="list-style-type: none"> <li>▪ Youth</li> </ul>	In 2007/08 the Apprenticeship scheme initiative was established in conjunction with Ministry of Social Development. Local mechanical and automotive engineering industry bought into the scheme by supporting the initiative and steps have been taken with organisations such as WINTEC to launch the Apprenticeship Scheme.	<b>Social:</b> Will help to support youth who wish to work locally by providing them with the opportunity to gain skills and employment in the engineering trade.
Mayoral role	Ongoing requirement for democratic local government representation.	Potentially all outcomes	Mayoral advocacy across all Council functions including external activities such as advocacy against domestic violence.	There is the potential for all well-beings to be affected by the leadership role of the Mayor.
Waikato Primary Health	An already established project seeking greater local representation.	<ul style="list-style-type: none"> <li>▪ Health</li> <li>▪ Social</li> </ul>	Involvement in the dissemination of funding locally for programmes such as Fit for School, Rural Health Scholarships, Maori Health Plans etc.	<b>Social:</b> Is helping to improve the health situation of a number of individuals in need in the Hauraki community.

Community Education				
Project	What initiated this project?	Contributes to which Community Outcomes	Achievement in 2007/08	Effect on Well-being
General educational material on Council activities.	The need for the community to be aware of certain issues.	These have the potential to contribute to the decision making of Council on all community outcomes.	There are over 30 pamphlets available in Council offices which cover a wide range of Council issues.	Potentially all well beings through improving awareness of a variety of activities.

**Indicators**

One of Council's focuses this year has been on progressing with the community outcomes. The monitoring of these community outcomes will be a greater priority in the 2008/09 and 2009/10 years. These indicators demonstrate Council's quantitative monitoring of its own achievement towards the Hauraki community outcomes.

During the 2007 triennial satisfaction survey, a series of questions were asked regarding the perceived progress towards some particular community outcomes. The result of the Council questionnaire aligned with the sub-regional data on Council's decision-making processes, collated by the Collaborative Perceptions Survey presented in the graphs below.



*Cost of Funding – Democracy*

	<b>Actual 2008 \$000</b>	<b>Budget 2008 \$000</b>	<b>Actual 2007 \$000</b>
<b>OPERATING EXPENDITURE</b>	1,206	1,197	1,083
<b>OPERATING REVENUE</b>			
General Rates	1,113	1,113	1,098
	<b>1,113</b>	<b>1,113</b>	<b>1,098</b>
<b>OPERATING SURPLUS/(DEFICIT)</b>	<b>(93)</b>	<b>(84)</b>	<b>15</b>
<b>FUNDED BY</b>			
Other General Funding	-	(60)	-
Transfers to/(from) General Reserve	(93)	(24)	15
	<b>(93)</b>	<b>(84)</b>	<b>15</b>

## ***IWI LIAISON***

The Local Government Act 2002 requires that Council recognise Maori as a specific group within the community and places a specific responsibility on Council to:

- Provide opportunities for Maori to be involved in decision-making processes.
- Develop policies for consultation with Maori.
- Foster capacity building for Maori to take part in local government processes.
- Acknowledge the relationship of Tangata Whenua with the natural environment.

## ***Maori Consultation***

In the 2007/08 year, Council continued to maintain relationships with Maori. Council has four Memoranda of Partnerships with Hauraki Iwi.

Council continued the bi-monthly meetings of the Water and Wastewater Consultative Committee. This committee meets to consult with special interest groups to discuss the District's water and waste issues. Iwi representatives on this committee are from:

- Te Ruunanga A Iwi O Ngati Tamatera
- Ngati Maru Runanga
- Te Kupenga o Ngati Hako
- Ngati Tara Tokanui Management
- Ngati Paoa Trust
- Hauraki Maori Trust Board

## Annual Report 2007/08

### Levels of Service that have contributed to Community Outcomes

Current Levels of Service		Measure	Target 2007/08	Achievement in 2007/08	Contribution to which Community Outcomes
2.1	Foster capacity building for Maori to take part in local government processes.	Adoption of further Memoranda of Partnerships with Tangata Whenua groups.	2 further Memoranda signed by 1 July 2009.	Not achieved: No progress has been made on signing of any further memoranda as opportunities for negotiation were not available.	<ul style="list-style-type: none"> <li>We encourage the development of culturally appropriate programmes and processes.</li> </ul>
2.2	Acknowledge the relationship of Tangata Whenua with the natural environment.	Establish formal processes for consultation with Maori who are not Tangata Whenua.	By 30 June 2009	Not achieved: No formal process has been developed.	
2.3	Provide opportunities for Maori to be involved in decision-making processes.	Conclude discussions on the possible development of an Iwi Liaison Forum.	Forum is established by 30 June 2009.	On target: One formal meeting was held in 2006/07 to progress establishment of the Iwi Forum. The forum is still to be convened as programmed by 30 June 2009.	
2.4		Regular forums with Memoranda partners are held as agreed.	Meetings at least annually.	Not achieved: No forums have been held during 2007/08 as opportunities for meetings were not available.	

### Cost of Funding – Iwi Liaison

	Actual 2008 \$000	Budget 2008 \$000	Actual 2007 \$000
<b>OPERATING EXPENDITURE</b>	38	55	35
<b>OPERATING REVENUE</b>			
General Rates	55	55	55
	<b>55</b>	<b>55</b>	<b>55</b>
<b>OPERATING SURPLUS/(DEFICIT)</b>	<b>17</b>	<b>-</b>	<b>20</b>
<b>FUNDED BY</b>			
Transfers to/(from) General Reserve	17	-	20
	<b>17</b>	<b>-</b>	<b>20</b>

### ***POLICY DEVELOPMENT***

Council has a responsibility to undertake policy development and reporting under the Local Government Act 2002, the Resource Management Act 1991 and other legislative provisions.

The process for policy development allows the community the opportunity to participate in direction setting for delivery of council services. The Council also reports on policy implementation and success.

#### ***Community Consultation***

Significant projects involving public consultation during the year were undertaken. These included consultation on:

- Class 4 Gaming Venue Policy
- Sale of Liquor Policy
- Dog Control Policy, 2007
- Local Governance Statement, 2007
- Review of Fees and Charges for –
  - Planning
  - Libraries
- Development Contributions Policy
- Kerbside pre-paid bag and recycling collection scheme
- Annual Plan 2008/09
- Consolidated Bylaw
  - Part 1 (Introduction)
  - Part 2 (Land Transport)
  - Part 3 (Public Safety)
  - Part 4 (Trade Waste and Wastewater)
  - Part 5 (Water Supply)
  - Part 6 (Cemeteries)
  - Part 7 (Land Drainage)
  - Part 8 (Solid Waste)
  - Part 9 (Wharves)

Additional specific consultation was held with the community on the possible extension of the Martha Mine Pit, and intensive consultation was held with the Whiritoa community on dog exercise areas and times dogs are allowed on the Whiritoa beach.

- Fire Prevention Bylaw Involving Vegetation 1993

## Annual Report 2007/08

### *Levels of Service that have contributed to Community Outcomes*

Current Levels of service	Measure	Target 2007/08	Achievement in 2007/08	Contribution to Community Outcomes	
3.1	Implement policies required by legislation.	100% of policies required by legislation adopted by due dates.	100%	<p>Achieved: There were no policies required to be adopted by legislation during 2007/08. However, Council reviewed a number of policies through its policy review programme and these were 100% completed in accordance with the Special Consultative Procedure.</p> <ul style="list-style-type: none"> <li>▪ Class 4 Gaming Venue Policy</li> <li>▪ Sale of Liquor Policy</li> <li>▪ Dog Control Policy, 2007</li> <li>▪ Development Contributions Policy, 2007</li> <li>▪ Review of fees and Charges for libraries and planning</li> <li>▪ Annual Plan 2008/09</li> <li>▪ Local Governance Statement, 2007</li> </ul>	<ul style="list-style-type: none"> <li>▪ We want to have our say on our District's future.</li> </ul>
3.2	Ensure major decisions are made in a democratically accountable way.	100% of issues subject to a special consultative procedure meet the requirements of the Local Government Act 2002.	100%	<p>Achieved: 100% of all consultation was completed in accordance with Special Consultative Procedure requirements as required by the Local Government Act 2002 – for</p> <ul style="list-style-type: none"> <li>▪ Class 4 Gaming Venue Policy</li> <li>▪ Sale of Liquor Policy</li> <li>▪ Dog Control Policy, 2007</li> <li>▪ Annual Plan 2008/09</li> <li>▪ Development Contributions Policy, 2007</li> <li>▪ Review of fees and charges for libraries and planning</li> <li>▪ Parts 1 to 9 of the Consolidated Bylaw including the Fire Preventions Bylaw Involving Vegetation 1993 was adopted in the 2007/08 period.</li> <li>▪ Kerbside pre-paid bag and recycling collection scheme.</li> </ul>	<ul style="list-style-type: none"> <li>▪ We support the development of new initiatives that address well-being of those in need and of our community in general.</li> </ul>

## Annual Report 2007/08

Current Levels of service		Measure	Target 2007/08	Achievement in 2007/08	Contribution to Community Outcomes
3.3	Policy development is visible and accountable.	Key draft policy documents subject to consultation are available on Council's website.	100% are available by the date of special consultative procedure notification of the policy.	Achieved: 100% of all documents were available on Councils website on or before the date of formal notification.	<ul style="list-style-type: none"> <li>▪ We want to have our say on our District's future.</li> </ul>
3.4		Community Outcome Monitoring Reports are published	Reports are produced in 2009	Not applicable: The Community Outcome Monitoring Reports is due in 2009. Initial work has begun and the report will be produced in 2009/10.	
3.5	Provide local legislation.	Reviews of by-laws undertaken.	30 June 2008	Achieved: 102 bylaw parts reviewed and a single consolidated bylaw was published and in effect as of 1st March, 2008	
3.6	Council meets statutory planning requirements.	Proposed District Plan is notified by 30 June 2008.	By 30 June 2008	Not achieved: In early 2007/08 Council made the decision to postpone the notification of the Proposed District Plan until the appropriate consultation had been undertaken. Committee workshops are continuing. Sections of the District Plan are still being drafted.	<ul style="list-style-type: none"> <li>▪ We encourage a balance between economic growth and environmental protection and enhancement.</li> <li>▪ We support the development of land use planning controls that allow for economic growth in a sustainable matter.</li> <li>▪ Our communities support the viability of maintaining our rural lifestyles and values.</li> <li>▪ Protecting the viability of our land for primary production.</li> <li>▪ We encourage planned and developed infrastructural services to sustain our communities' growth.</li> <li>▪ We encourage further development of tourism opportunities and facilities focusing on our heritage and eco-tourism.</li> <li>▪ We support protecting our significant habitats and ecosystems.</li> </ul>

*Council projects that have contributed to Community Outcomes*

Strategy Development				
Project	What initiated this project?	Contributes to which Community Outcomes	Achievement in 2007/08	Effect on Well-being
Climate Change – A discussion paper for Hauraki	A combination of issues led towards the development of a Policy Stance for Hauraki on Climate Change. With respect to the land drainage and stormwater issues in the Plains, there was a necessity to evaluate climate change impacts for the future. In addition there was a need to respond to climate change scenarios prescribed by the ongoing and increasing central government debate.	<ul style="list-style-type: none"> <li>▪ Rural</li> <li>▪ Environment</li> <li>▪ Infrastructure</li> </ul>	The Climate Change discussion paper was adopted in April 2008 and subsequently reviewed in June 2008 when further information became available.	<b>Environmental:</b> By providing supported guidance as to why we as a community need to be acting in a more sustainable manner.

Bylaw Review				
Project	What initiated this project?	Contributes to which Community Outcomes	Achievement in 2007/08	Effect on Well-being
Review all Hauraki District Council bylaws.	Local Government Act 2002	This has the potential to contribute to all community outcomes.	102 bylaw parts were reviewed with the result being a single consolidated bylaw fully in effect as of 1 <sup>st</sup> March 2008.	Potentially all well-beings.

Review of Plans, Reports and Manuals				
Project	What initiated this project?	Contributes to which Community Outcomes	Achievement in 2007/08	Effect on Well-being
Review of operative District Plan and development of particular policies required for the District Plan Review.	The Resource Management Act requires the District Plan to be reviewed every 10 years after becoming operative. The District Plan Review will address deficiencies in the operative plan.	<ul style="list-style-type: none"> <li>▪ Rural</li> <li>▪ Recreation</li> <li>▪ Environment</li> <li>▪ Economic</li> <li>▪ Iwi</li> <li>▪ Infrastructure</li> </ul>	<p>Significant work took place on advancing the review of the District Plan. Particular policies that were addressed included:</p> <ul style="list-style-type: none"> <li>▪ Urban Growth Strategy (particularly in response to climate change)</li> <li>▪ Urban Design, Amenity and Growth for each town</li> <li>▪ Indigenous Vegetation and Fauna Protection</li> <li>▪ Landscape Protection</li> <li>▪ Response to Natural Hazards and Climate Change</li> </ul>	<p><b>Cultural:</b> By ensuring Iwi are involved in the planning for the Hauraki District.</p> <p><b>Environmental:</b> By providing parameters on how the District's environment is affected by planning matters.</p>

Policy Development				
Project	What initiated this project?	Contributes to which Community Outcomes	Achievement in 2007/08	Effect on Well-being
Development Contributions Policy	Development Contribution requirements in the Local Government Act 2002	<ul style="list-style-type: none"> <li>▪ Economic</li> <li>▪ Rural</li> <li>▪ Environment</li> <li>▪ Infrastructure</li> </ul>	Development Contributions Policy was adopted.	<b>Economic:</b> Fair and equitable allocation of costs between the ratepayer and developers.

Policy Review				
Project	What initiated this project?	Contributes to which Community Outcomes	Achievement in 2007/08	Effect on Well-being
Review of the Dog Control Policy.	The Special Consultative Procedure raised concerns during late 2006/07.	<ul style="list-style-type: none"> <li>▪ Recreation</li> <li>▪ Rural</li> </ul>	Following further specific consultation with the Whiritoa community on some specific policy issues, the Dog Control Policy was adopted in September 2007.	<b>Social:</b> Helping to ensure all residents are safe with regard to dogs in the community and helping to ensure appropriate mechanisms are in place to ensure dogs are safe and well treated.
Review of the Liquor Licensing Policy.	Council endeavours to review existing policy at least every 3 years.	<ul style="list-style-type: none"> <li>▪ Recreation</li> </ul>	The policy was adopted in September 2007.	<b>Social:</b> By providing mechanisms to minimise excess alcohol consumption through sale of liquor and requirements for host responsibility.
Review of the Class 4 Gambling Venue Policy and New Zealand Racing Board Venue Policy.				<b>Social:</b> By ensuring appropriate regulations are in place for a safe gaming environment. <b>Economic:</b> By providing mechanisms that will help problem gamblers through the reduction of gaming machines.

Community Consultation				
Project	What initiated this project?	Contributes to which Community Outcomes	Achievement in 2007/08	Effect on Well-being
Community Feedback Network (CFN)	Desire to have regular and sound community direction on specific issues.	<ul style="list-style-type: none"> <li>▪ Potentially all</li> </ul>	Feedback sort on - <ul style="list-style-type: none"> <li>▪ Establishment of CFN.</li> <li>▪ Five requests for information were sought on liquor and gaming issues.</li> <li>▪ The Hauraki Youth Forum.</li> <li>▪ Election returns</li> <li>▪ Climate Change</li> <li>▪ Level of Service review.</li> </ul>	Potentially all well beings.

*Cost of Funding – Policy Development*

	Actual 2008 \$000	Budget 2008 \$000	Actual 2007 \$000
<b>OPERATING EXPENDITURE</b>			
Strategic Planning	584	563	475
RMA Policy	224	198	288
	<b>808</b>	<b>761</b>	<b>763</b>
<b>OPERATING REVENUE</b>			
Fees and Charges	-	1	51
General Rates	707	707	610
	<b>707</b>	<b>708</b>	<b>661</b>
<b>OPERATING SURPLUS/(DEFICIT)</b>	<b>(101)</b>	<b>(53)</b>	<b>(102)</b>
<b>FUNDED BY</b>			
Transfers to/(from) General Reserve	(101)	(53)	(102)
	<b>(101)</b>	<b>(53)</b>	<b>(102)</b>