



Context

Auckland Council has a unique two-part governance structure, made up of the governing body and local boards. The governing body comprises of the mayor (elected at large) and 20 councillors elected from 13 wards. There are 21 local boards, each of five to nine members elected from the local area (a total of 149 members).

Councillor and local board chairs are a full-time role, while local board deputy chairs and local board members are a part-time commitment.

The role of the mayor is to articulate and promote a vision for Auckland and to provide leadership towards that vision, including leading the development of the council's plans (including the long-term plan and the Auckland Plan), policies and budgets.

The governing body focuses on Auckland-wide strategic decisions including strategies, policies, plans, regulations and activities. The governing body also appoints the chief executive and governs the council-controlled organisations.

Local boards set local direction through the local board plans, represent their local communities and make decisions on most local issues, activities and facilities. Local boards also provide input to the governing body on regional decisions and on regional strategies, policies, plans and bylaws.

Decisions of the local boards and the governing body are decisions of Auckland Council. The chief executive has management responsibility, delegated by the elected members, for implementing the direction and decisions of the governing body and the local boards.

The elected member role is therefore a governance one.

The councillor role

The following provides an outline of the councillor role.

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| Provide regional strategic leadership and direction | <ul style="list-style-type: none">• Consider the Mayor's proposal for plans and budgets, and together with the Mayor, set direction through regional strategies, policies and plans including the Auckland Plan, long-term plan and Unitary Plan• Balance a wide range of considerations and perspectives to provide the best possible outcomes for Auckland as a whole• Bring views on the future of Auckland into the collective vision-making process• Set direction for the council-controlled organisations and appoint their directors |
| Make decisions on regional matters | <ul style="list-style-type: none">• Make decisions, without bias, that take into account social, cultural, environmental and economic matters for the benefit of all Aucklanders, both now and in the future• Make financially responsible decisions that ensure Auckland Council has a sound financial future• Adopt regional strategies, policies and plans and consider the views of local boards before adopting regional policies and plans or making a decision which affects the communities in a local board area Allocate non-regulatory decision-making powers to local boards• Appoint the chief executive of Auckland Council• Debate issues and consider all views, but once a decision is made, respect the democratic process and accept this as part of collective responsibility• Ensure decisions are transparent and be aware of conflicts of interest |
| Work collaboratively and build relationships | <ul style="list-style-type: none">• Work collaboratively with other councillors, the mayor's office, the local boards, the Independent Māori Statutory Board and the advisory panels• Create a strong working relationship with council's Executive Leadership Team and the council-controlled organisation executive teams and board members |
| Engage with communities | <ul style="list-style-type: none">• Engage with the community, interest groups and organisations, particularly about regional strategies, plans and policies• Be aware of and interested in ward issues, including attend local events, meetings and local board meetings• Respond to requests from constituents• Develop relationships with mana whenua and mataawaka• Honour Auckland Council's commitments to Māori and promote Māori wellbeing• Take part in overseas delegations to promote Auckland's interests and |

relationships

- Represent Auckland Council at civic other events
- Oversee hearings as part of formal public consultation

Monitor performance

- Oversee the council's regulatory activities, consenting and bylaws
- Monitor and review performance of the organisation to ensure regional outcomes and priorities are achieved
- Oversee emergency management processes and protocols

Identify and manage risk

- Identify risks early and gain assurance that the organisation is managing risks appropriately

The role of the committee chair

In addition to the above

- Provide leadership and inspire the committee to achieve its priorities
- Encourage an environment of collaboration and respectful debate
- Represent the committee, and the wider Auckland Council, on the committee's work
- Develop a strong working relationship with key stakeholders and senior council staff
- Chair committee meetings efficiently and in accordance with standing orders, terms of reference, and the elected members' code of conduct
- Promote and support the principles of good governance
- Ensure committee members understand what is expected of them, monitor their performance and hold them to account (noting that the Mayor plays this leadership role for the governing body as a whole)

The local board member role

Provide civic leadership locally

- This is the fundamental purpose of the role of a local board member. It is about making a positive difference to communities and shaping local places
- The points below are the elements that enable a local board member to achieve this.

Set local direction and deliver priorities

- Work with the community to identify a vision, outcomes and priorities in the local board plan that take into account the Auckland Plan and council's overall financial position
- Set a work programme based on the local board plan and the local board agreement within the available budget (noting that the agreement must not be inconsistent with regional strategies and policies)
- Work pro-actively with the local community and partner with others to deliver shared aspirations
- Consider the national and regional context, including relevant legislation, when setting strategic direction

Make decisions on local matters

- Make decisions without bias for the benefit of the whole community (not just particular groups) and for both current and future generations
- Debate issues but once the local board makes a decision, respect democratic process and accept this as part of collective responsibility
- Ensure decisions are transparent and be aware of conflicts of interest
- Maintain a broad view and check that the overall direction remains appropriate

Input to regional decisions, policies, plans and strategies

- Provide views to the governing body to inform their regional decisions, including input to regional strategies, policies and plans
- Recognise that the governing body makes regional decisions and once they are made, these are decisions of Auckland Council, of which the local boards are a part

Work collaboratively and build relationships

- Build relationships and work collaboratively with other local boards, the governing body and the mayor
- Build relationships across the council family, including council staff and council-controlled organisations

Promote strong, resilient and engaged communities

- Develop relationships and understanding with mana whenua, mataawaka and the range of people, groups, organisations and businesses in the area.
- Work proactively with the local community, encouraging and enabling them to have influence, get involved and work together
- Honour Auckland Council's commitments to Māori and promote Māori well-being
- Oversee local hearings as part of formal public consultation
- Represent Auckland Council at civic and public events

Represent members of the local community

- Represent all members of the local community by actively seeking and sharing their views with others and, advocating on their behalf
- Communicate with members of the local community in an open and appropriate way
- Advise members of the local community on the appropriate council channels to address their issues and concerns (provide the bridge between the council and the community)

Monitor the organisation's progress and report to the public

- Monitor progress and review performance to ensure the organisation achieves the local board's outcomes and priorities.
- Be accountable to the public by explaining council processes and reporting progress against outcomes and priorities

Identify and manage risk

- Identify risks early and gain assurance that the organisation is managing risks appropriately

The role of the local board chair

In addition to the above

- Provide strong leadership and inspire the local board
- Build and maintain relationships to develop a collegial local board that is able to work effectively together and reach consensus to deliver the local board's vision and priorities
- Be accountable for the local board relationship with iwi (chief-to-chief)
- Develop a strong working relationship with key stakeholders and senior council staff
- Chair local board meetings effectively abiding by standing orders and the code of conduct
- Represent the local board, and the wider Auckland Council as appropriate, including in a civic and community role (such as citizenship ceremonies) and as the spokesperson to the media
- Promote and support the principles of good governance
- Work with the governing body and council committees to provide local board input to regional decisions and to regional strategies, policies and plans
- Ensure local board members understand what is expected of them, monitor their performance and hold them to account

The role of the local board deputy chair

The chair and deputy chair collectively form the leadership team for the local board.

In addition to the local board member role, the local board deputy chair has the following roles.

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| Chairing and attending meetings | <ul style="list-style-type: none">• Assumes leadership responsibility for chairing local board meetings and workshops (in the absence of the Chair, or as agreed with the Chair).• Shares the leadership responsibility for attending meetings and workshops on behalf of the local board (in the absence of the Chair or as agreed with the Chair). |
| Supporting strong and inspiring leadership | <ul style="list-style-type: none">• Works with the Chair to provide strong and inspiring leadership to the local board and to support the achievement of agreed local board outcomes and priorities.• Supports the Chair by acting as a sounding board and sharing knowledge, experience, and workload. |
| Promoting good decision-making and governance | <ul style="list-style-type: none">• Promotes the principles and processes of good governance and decision making by encouraging the provision of quality advice, sharing of information, and open, inclusive and robust discussion and debate amongst local board members. |
| Team and capability building | <ul style="list-style-type: none">• Strives to build strong and collaborative working relationships within the local board.• Supports local board members in their roles and activities, including mentoring less experienced or new local board members. |
| Representing the local board and building good relationships | <ul style="list-style-type: none">• Works with the Chair to develop strong relationships with the community, stakeholders, staff, and other elected members.• Shares the leadership responsibility for representing the local board at civic, community and council events and with the media (in the absence of the Chair, or as agreed with the Chair). |
| Delegated decision-making and activities | <ul style="list-style-type: none">• Undertakes specific decision-making roles as delegated by the local board.• Undertakes specific activities delegated by the local board. |

Capabilities (knowledge and skills) for all elected members

Quality decision-making

- Make good decisions based on a combination of staff advice, community views, wisdom, experience and informed judgement
- Understand and interpret information
- Be open minded, apply critical thinking and ask the right questions at the right time to test and challenge advice
- Take a broad view and balance considerations and conflicting opinions while putting aside personal bias
- Be financially prudent and have an eye to risk

Political acumen

- Understand the political environment as well as the respective roles of governors and management
- Use influence and persuasion to mobilise and proactively engage in the political environment
- Manoeuvre through complex political situations effectively and respectfully
- Aware of all stakeholders and their different needs

Leadership

- Provide leadership and direction and makes things happen to achieve the vision and outcomes
- Put energy and focus into the higher priorities
- Show leadership by continuously developing skills and knowledge, supporting others to do so and being open to feedback

Cultural awareness

- Understands and empathise with different people and cultures within the Auckland community
- Respect and embrace differences and diversity in a non-judgemental way
- Support equal and fair treatment and opportunity for all
- Understand tikanga Māori, the Māori Responsiveness Framework and the council's responsibilities under the Treaty of Waitangi
- Makes an effort to support and use Māori and other languages where possible and appropriate
- Respectfully participates in cultural activities and ceremonies when required

Strategic thinking

- Understand Auckland's needs and priorities and the links between local, regional, national and global perspectives
- Consider multiple aspects and impacts of an issue or opportunity
- Understand possible future scenarios, options and consequences and see connections across issues and opportunities

Knowledge and understanding of Auckland Council and local government

- Understand Auckland Council's governance model and the role of the Mayor, the governing body and local boards (in particular the allocation of decision making)
- Understand and comply with relevant legislation
- Understand council's processes (such as decision-making and policy development) and know how to influence appropriately
- Understand and abide by the Standing Orders and Terms of Reference and support the chair in using the Standing Orders
- Understand council's key strategies, policies and plans as well as topical issues
- Understand the council organisation including the council-controlled organisation model and how to work with CCOs
- Understand central government's policy and legislative framework, and how it affects the council
- Understand the council's financial language, budgets and processes

Communication and engagement

- Relate well and build rapport and trust with people from all parts of the community and within the council
- Use diplomacy and tact to put others at ease. Is easy to approach and talk to
- Seek the input of others, shares ideas and engages in active listening
- Diffuse high-tension situations with confidence and respect and facilitate respectfully to reach acceptable resolutions
- Consult and engage with the whole community
- Is effective and comfortable in a variety of engagement settings, e.g. one-on-one, small and large, public and internal facing groups
- Speaks well in a range of forums with a range of people from different backgrounds and cultures
- Represent and promote council in a measured, unified and dignified light and avoid risks to council's reputation
- Work effectively with the media, as appropriate

Relationship building and collaboration

- Build productive relationships and support within the community and with other organisations to create and deliver on the vision and outcomes
- Work to find common ground and solve problems for the benefit of all
- Represent their own views with respect, empathy and fairness to other groups or perspectives
- Able to agree to disagree and accept and own decisions and outcomes

- Resilience**
- Manage time, prioritise and be flexible
 - Cope with the pressures of being in the public eye
- Ethics and values**
- Understand and uphold the code of conduct and relevant policies that guide appropriate behaviour for elected members
 - Understand and model the council values and behaviours and discourage unethical behaviour
 - Work respectfully with council staff, and others, and value their roles
- Integrity and trust**
- Widely trusted, keeps confidences and respects the confidentiality of information provided
 - Seen as an honest, fair and open-minded elected member
 - Take ownership and responsibility for actions
 - Does not misrepresent him/herself or others for personal gain
- Computer literacy**
- Utilise computers and related technology as required, to carry out the role effectively

Additional capabilities for the role of committee chair or local board chair

The following capabilities are in addition to the above and specific to the role of a committee chair or a local board chair.

Leadership and delegation

- Encourage direct and robust debate but is not afraid to end it and move on
- Looked to for direction in challenging situations and faces adversity head on
- Take an unpopular stand if necessary
- Not afraid of using the casting vote if necessary
- Delegate tasks and decisions when needed
- Support peers and colleagues when needed
- Chair meetings effectively
- Find common ground and get cooperation with minimum noise
- Negotiate skilfully in tough situations with both internal and external groups

Managing vision and purpose

- Communicate a compelling and inspired vision or sense of core purpose for all members of the committee or board
- Invite input from each person and share ownership and visibility
- Foster open dialogue

Additional capabilities specific to local board chairs

- Build and lead an effective local board team, including providing feedback to members of your local board
- Develop and mentor other local board members
- Work effectively with the media

Additional capabilities specific to local board deputy chairs

In addition to the capabilities of all elected members:

Chairing and attending meetings

- Chairs meetings effectively and in accordance with good governance principles.
- Demonstrates a good knowledge of standing orders
- Understands and accurately represents and articulates the views of the local board

Supporting strong and inspiring leadership

- Works collaboratively to achieve agreed outcomes and priorities
- Provides feedback in a constructive manner.

Promoting good decision-making and governance

- Shares information, seeks input and views on issues, and listens to competing interests and perspectives.
- Role models good decision making and governance by encouraging robust, sound, open and inclusive processes.

Team and capability building

- Acts in a supportive manner to other local board members as needed.
- Role models collaboration.
- Displays a high level of political acumen and ability to navigate different political dynamics to encourage the local board to work effectively together.

Representing the local board and building good relationships

- Builds strong and respectful relationships.

Delegated decision-making and activities

- Seeks the input and views of local board members (where appropriate) and ensures they are accurately represented and articulated.

