

Overview

The Leadership activity concerns the role and functions of the Mayor and elected members of Council, who are responsible for community leadership and setting the policy direction for the Upper Hutt City Council.

The Council consists of the Mayor and ten Councillors who are elected on a city-wide basis every three years. The "First Past the Post" electoral system is currently used.

The Local Government Act 2002 provides the statutory foundation for local authorities. The Act:

- States the purpose of local government;
- Sets out the framework and powers of local authorities;
- Requires accountability to the community; and
- Provides for local authorities to play a broad role in promoting the well-being of the communities, taking a sustainable development approach.

Local Government Act 2002

S10 Purpose of local government

The purpose of local government is –

- a. To enable democratic decision-making and action by, and on behalf of, communities; and
- b. To promote the social, economic, environmental and cultural well-being of communities, in the present and for the future.

S11 Role of local authority

The role of a local authority is to –

- a. Give effect in relation to its district or region, to the purpose of local government stated in section 10; and
- b. Perform the duties, and exercise the rights, conferred on it by or under this Act and any other enactment.

Principles

The Act sets out a series of principles under Section 14 that a local authority must act in accordance with in performing its role. A local authority should:

- Conduct its business in an open, transparent, and democratically accountable manner
- Give effect to its identified priorities and desired outcomes in an efficient and effective manner
- Make itself aware of, and have regard to, the views of all of its communities
- When making decisions, take into account the current and future diversity and interests of its communities; and the likely impact on the social, economic, environmental and cultural well-being of its communities
- Provide opportunities for Maori to contribute to its decision making
- Collaborate and co-operate with other local authorities and bodies to achieve priorities and desired outcomes efficiently
- Undertake any commercial transactions in accordance with sound business practices
- Ensure prudent stewardship and the efficient and effective use of resources in the interests of the district
- In taking a sustainable development approach, take into account:
 - The social, economic, and cultural well-being of people and communities
 - The need to maintain and enhance the quality of the environment
 - The reasonably foreseeable needs of future generations.

Key Council Contributions to Community Outcomes

WELLBEING	OUTCOME	COUNCIL ROLE
CULTURE SOCIAL	1 People Choose Upper Hutt	CIVIC leaders are passionate in making Upper Hutt 'A Great Place to Live'
ECONOMY	2 Vibrant City Heart	CLEAR consideration of economic matters in decision-making
ECONOMY	3 Robust Innovative & Growing Economy	EFFECTIVE leadership in bringing together those people with an interest in the city centre
ENVIRONMENT	4 Green & Attractive Living Environment	CLEAR consideration of environmental matters in decision making
SOCIAL	5 Safe, Healthy & Strong Community	CLEAR consideration of social and cultural matters in decision making
CULTURE ECONOMY	6 Outstanding Leisure	STRONG support for leisure as a key feature of Upper Hutt life
SOCIAL ECONOMY ENVIRONMENT	7 Connected with the World	ADVOCACY on behalf of Upper Hutt

Key Issues and Responses by Council

1. A Democratic Electoral System

Every three years, local authority elections are held to elect the new Mayor and Councillors to represent the people of Upper Hutt. Prior to the elections being held, Council must review the electoral system it will use – either First Past the Post or Single Transferable Vote, and whether elections will be city wide or by ward. Once the elections have been held, the new Council must then organise itself to undertake its responsibilities for the next three years.

2. Effective Decision Making

Decision making is fundamental to leadership. The new legislation sets out a number of principles and processes for making decisions, without prescribing exactly what is required in any given situation. There is a much greater emphasis on an appropriate level of consultation with parties likely to be affected prior to any decision being taken. Reasons must also be provided for the decisions that are made.

- **Consultation**

Council will continue to undertake consultation in a way that is appropriate for the matter being considered. In some situations, consultation is as simple as listening to the views of a resident. It may be more formal, such as when the special consultation procedure is used. Or it may be more structured, such as when a particular group of people are requested to share their views. An independent facilitator may be used, where necessary. His Worship the Mayor and Councillors are able to be contacted at any time by the public.

- **Public Forums**

At the start of every Council and Committee meeting, with the exception of the Hearings Committee, there is an opportunity for people to present their views to Councillors on any matter.

Council staff endeavour to let those people who are known to have an interest in a matter know in advance when that matter is being considered.

- **Contributions to Decision Making Processes by Maori**

Council has an established relationship with Orongomai Marae, and when it must consult with the community in general, or Maori in particular, the Marae is included among the parties to be consulted. The Wellington Tenth Trust, Te Runanganui o Taranaki Whanui ki te Upoko o te Ika a Maui [Waiwhetu Marae] and Te Runanga o Toa Rangatira Inc will also be included where appropriate.

Council will initiate dialogue between Orongomai Marae and the Upper Hutt City Council to explore ways of strengthening the relationship between the two organisations.

3. A Sustainable Development Approach

A 'sustainable development approach' is a core feature of the new local government legislation. This involves meeting the needs of today without compromising the ability of future generations to meet their needs.

- **A Sustainable Development Approach in Decision Making**

All reports prepared on matters requiring decisions by Council will specifically address those matters set out under section 77 of the Local Government Act 2002. This includes consideration of the well-being of the district, promotion of community outcomes, Council's ability to meet its statutory responsibilities and any other relevant matters.

- **Community Outcomes for Upper Hutt**

The Community Outcomes for Upper Hutt describe how the people of Upper Hutt would like to see Upper Hutt in ten to twenty years time. The Community Outcomes belong to the community - Council will facilitate their identification. The Outcomes guide the Council's understanding of what the community wants for now and the future.

- **Long Term Council Community Plan and Annual Plan**

Council will prepare and implement the Long Term Council Community Plan in accordance with the Local Government Act 2002. Amongst other matters, the Long Term Plan sets out the long term focus for the decisions and activities of Council. This Plan must be reviewed at least once every three years. Council will also prepare an Annual Plan each year.

- **Sustainable Financial Management**

Council will consider those matters set out under section 101 of the Local Government Act 2002 in order to achieve prudent financial management in a manner that promotes the current and future interests of the community. The section on Funding in Book 2 provides more details on this matter.

- **Using Appropriate Organisational Structures**

Council will ensure that the most appropriate structures are used to achieve their commitments to the community. In many situations it will be most appropriate for Council to directly undertake the activity. In certain situations, it is expected a better outcome for the community will be achieved by using other structures to deliver services, including council controlled organisations. An example of this is the relationship with the Expressions Arts and Entertainment Centre Trust.

- **Liaison and Advocacy**

Council will take all appropriate opportunities to liaise with other agencies, organisations, local authorities and central government, and advocate on behalf of the interests of Upper Hutt.

- **Monitoring and Accountability**

Council will publicly report every three months on its performance, financially and in terms of the performance measures identified in this Plan. The Annual Report will be prepared and adopted by the end of October each year. Council will report on the progress that the community is making towards achieving the Community Outcomes for Upper Hutt at least once every three years, as required by the Local Government Act 2002.

Significant Negative Effects

This activity does not have any significant negative effects on the social, economic, environmental or cultural wellbeing of the local Community.

Level of Service Objectives and Performance Measures

Indicator	Performance Measure	Target 2006/07	Targets for Future Years
Objective:		Council will meet its statutory roles & responsibilities.	
1	ELECTIONS	Hold the triennial local authority elections	N/A Triennial elections are due to be held in October 2007, 2010 and 2013
2	GOVERNANCE		
2a	Triennial Agreement	Prepare the Triennial Agreement with the Regional Council and local authorities within the region.	N/A Prepare by 1 March 2008, 2011 and 2014
2b	Governance Statement	Prepare the Governance Statement	N/A Prepare by 30 April 2008, 2011 and 2014
2c	Code of Conduct	Prepare the Code of Conduct	N/A Prepare by 30 April 2008, 2011 and 2014
2d	Community Outcomes	Review the Community Outcomes	N/A Review by 30 June 2008, 2014
2e	LTCCP Review	Prepare the LTCCP	N/A Prepare by 30 June 2009, 2013, 2015
2f	Annual Plan	Prepare the Annual Plan [included as part of the LTCCP Review every 3 rd year]	Prepare by 30 June 2007 Prepare by 30 June each year
2g	Annual Report	Prepare the Annual Report	Prepare by 31 October 2007 Prepare by 31 October each year

Leadership

Indicator	Performance Measure	Target 2006/07	Targets for Future Years
3 MONITORING			
3a	Performance Reporting	Report on financial achievements and performance targets	Present Quarterly Performance Report to the Audit Committee
3b	Community Outcomes	Report on progress the community has made towards achieving the Community Outcomes	Present report on progress to achieving the Community Outcomes by 30 Sept 2007, 2010 and 2013
Objective:	Council will endeavour to ensure that people are aware of & have the opportunity to express their views on those matters that affect them prior to any decision being made by the Council.		
4 INFORMATION	Community satisfaction with the provision of information by Council	90% of respondents are satisfied or very satisfied ¹	90% of respondents are satisfied or very satisfied ¹
Objective:	Council will endeavour to ensure that its decisions & leadership meet current needs without compromising the ability of future generations to meet their needs.		
5 SATISFACTION	Community satisfaction with the elected Council's performance in catering for community needs	90% of respondents are satisfied or very satisfied ¹	90% of respondents are satisfied or very satisfied ¹

¹ Annual Community Survey

Cost of Service Statement	Forecast Annual Plan	Forecast LTCCP	Forecast LTCCP	Forecast LTCCP
	Year 0 2005/06 (\$ 000)	Year 1 2006/07 (\$ 000)	Year 2 2007/08 (\$ 000)	Year 3 2008/09 (\$ 000)
Operating Costs	1,493	1,623	1,763	1,728
Interest	0	0	0	0
Depreciation	0	0	0	0
Operating Income	(24)	(32)	(64)	(31)
NET OPERATING COST	1,469	1,591	1,699	1,697
Capital Expenditure	0	0	0	0
Loan Repayments	0	0	0	0
Transfers to Funds	0	0	0	0
Less				
Depreciation and Other Unfunded Items	(10)	(9)	(10)	(8)
TOTAL FUNDING REQUIRED	1,459	1,582	1,689	1,689
Funded by :				
General Rates	1,449	1,582	1,639	1,689
Loans Raised	0	0	0	0
Transfers from Funds	10	0	50	0
TOTAL FUNDING	1,459	1,582	1,689	1,689

10 Year Financial Forecast

