

- Participating, as needed, in the setting and monitoring of council policies, budgets, strategies and service delivery through annual and long-term planning processes.

Additional responsibilities of Chairs

- Chairing meetings of the community board
- Representing the community board to a high standard in the areas of activity and business delegated
- Promoting and supporting good governance by the community board
- Developing a clear understanding of the terms of reference of their community board, and of the scope and range of delegations in order to carry out the role of community board Chair
- Ensuring sufficient familiarity with parent council's Standing Orders and procedures that they can chair community board meetings and any other sessions for which they have responsibility
- Undertaking sufficient preparation before the meetings they are chairing to allow them to effectively carry out the role of Chair.
- Ensuring meetings they chair operate within the powers delegated by the parent council as set out in the parent council's Delegation Manual
- Managing the progress of business during meetings, including ensuring adherence to the parent council's Standing Orders and to other statutory obligations and requirements
- Ensuring that all participants in meetings have an opportunity to make an appropriate contribution within the bounds of Standing Orders and due process
- Maintaining and ensuring due order and decorum throughout meetings they chair
- Commenting to the media (or other agencies) as the community board spokesperson, where delegated/authorised to do so, on issues that pertain to the community board
- Liaising with appropriate council staff in respect of the areas of delegated council business for which the community board has responsibility
- Providing leadership to the community board in helping form a consensus that is representative of the community
- Working closely with other members of the community board to ensure smooth community board decision-making
- Keeping abreast of all issues facing the community board.

Appendix C: Review of submissions

1. The size index, and the role of population versus other factors

A number of both regional and territorial councils questioned the omission of assets, geographic spread and the effects of fluctuating populations in the calculation of the size index. Many of these same criticisms were levelled against the criteria used under the pool system. In selecting criteria to take into consideration, the Authority believes using standard data that can be externally verified is key. Both 'expenses' and 'population' provide such data and have been found to be key indicators of job size when sample councils have been reviewed. Many of the issues driven by other criteria are more subjective and require value judgments to be made, based on contestable data. Distance travelled by councillors in more geographically spread areas is now addressed in the travel-time component of the travelling expenses policy, and, as a result of submissions, will be improved. The variation in population in tourist areas is recognised by the continued inclusion of expenses in the funding formula. On balance, whilst appreciating the effort that went into submissions, the Authority was not convinced that any additional factors should be developed.

2. Loadings for unitary councils

Submissions in this area ran the gamut from no loading to 50%. The Authority remains satisfied that some loading is justifiable and will hold the loading at 12.5% for the coming period. It will, however, ensure that when job sizing and hours of engagement exercises are undertaken in 2015, a specific focus is put on the additional requirements. It will also invite unitary councils to develop, in conjunction with the Authority, sample job descriptions that identify the broader range and level of duties that some submitters suggested existed.

3. Pool available for additional responsibilities and the process for dealing with them

In this area there was again a range of views on the Authority's proposal for a pool for additional responsibilities from little support for payments for additional responsibilities to suggestions that the capped amount should be doubled. The Authority appreciates that many councils found comment difficult because councillors' base salary is not yet clear.

This is an area of the Authority's role that has been particularly difficult in the past, given that job titles have told us little about the particular characteristics of additional duties taken on by certain individuals in different areas; and arrangements such as meeting fees have not provided clarity on the remuneration received. Improving clarity about the size of additional duties and additional time commitment taken on by certain representatives will be an aim of the Authority as we deal with recommended payments under the pool for additional duties.

Additionally, a number of submissions raised the issue of District Plan participation by councillors, commenting on both the time commitment required of a small group of councillors and the difficulty of finding people willing to undertake such duties. The Authority has decided to broaden this provision to allow councils to provide some additional remuneration for those sitting on District Plan reviews. Whilst the Authority believes the hearings process is a core role of councils, it acknowledges that this burden falls unevenly across years and councillors, and that in fairness some additional remuneration is justified. It

does not accept the view that those sitting on hearings should be paid at the level prescribed for resource consent hearings, or the argument that 'savings to the council' in reducing the cost of commissioners warrants additional councillor payments. The Authority remains concerned that there could be a perception of self interest in determining the role of councillors in these tasks.

To enable some reimbursement to be made in this area, the Authority will increase the maximum amount available to recognise additional responsibilities from 1 to 1.5 times councillor salaries. As this work fluctuates across time, the Authority expects councils to consider how this work might fall when making its recommendations to the Authority, and to carry forward funds from years when there are no hearings to the year or years in which hearings occur.

For the period from 2013 the Authority will give councils considerable flexibility in establishing how the additional funds are allocated. After the first period an examination will be made in greater depth into patterns of remuneration across the country and specific job specifications and loadings may be developed for 2016.

The Authority has been asked to develop a clear process for reviewing and confirming or denying recommendations. This work will be undertaken, but from the Authority's perspective it has traditionally accepted recommendations that are unanimously supported. The problem for the Authority is split recommendations, where the possibility of political differences driving the proposal cannot be overlooked or where the relativities established are well outside national norms. In those cases strong supporting documentation concerning the reasoning behind any change in the recognition of positions should be provided.

4. Payments to community board chairpersons

Whilst the Authority's proposal for additional payments was generally supported, the level was deemed by some to be too high. The Authority has considered whether it should set these payments, or whether it should indicate a maximum rate and seek the view of the community board concerned. On balance the Authority believes that the level does represent current practice in a number of areas, and that setting the rate fulfils the aim of depoliticising the remuneration of elected officials as much as possible.

5. Meeting fees

Currently only around 10% of councils utilise meeting fees, and of those some use meeting fees as a way of funding participation in District Plan reviews. The Authority does not support using meetings fees as a way of incentivising participation in meetings that are part of the designated duties of councillors, nor does it consider attendance to be the primary indicator of effectiveness. It will not therefore move away from the principle of a fixed annual rate for members which anticipates their regular attendance at scheduled and required meetings. The matter of District Plan reviews is dealt with above.

6. Resource consents

The Authority received a number of submissions on this matter, raising issues that had not been submitted on widely in responses to the first discussion paper.

Many of these submissions discussed the additional requirements for training that councillors undertaking this work face, and the fact that councillors would be remunerated more generously if they performed the same work for another council as a consultant.

The restriction on payment to the time of the actual hearing, rather than remunerating preparation time and procedural direction in addition to the meeting time, was also raised.

Finally, submissions also questioned the Authority's view that councillors should receive remuneration for externally generated resource consent hearings only, and a number of views were expressed on the direction that government policy might take in this area over coming years.

The Authority already approves, in the expenses and allowance policies of many councils, the reimbursement of costs of appropriate training. If training to undertake resource management hearing was included in the description of appropriate training, the Authority would approve such a policy.

The Authority has no view on the 'market rate' for commissioners. It believes that \$80 or \$100 per hour would be deemed an adequate reimbursement by most New Zealanders, and compares very favourably with fees set within the Cabinet Fees Framework.

The Authority has, however, accepted that preparation time for hearings should be reimbursed. It believes the preparation time to be reimbursed should not exceed the time of the actual hearing.

The Authority remains unconvinced by the suggestion that councillors sitting on council-initiated resource consent hearings should receive additional remuneration. The definition currently included in the determination will therefore continue.

7. Travel and mileage

Whilst the mileage and travel allowance did not form part of the review, it was commented on by mainly rural authorities. This provision was made more generous last year with a move to recognise travel time in excess of one hour. As a result of submissions and the work undertaken to identify the appropriate base rate for elected members, the Authority has decided to increase the hourly rate for travel from \$15 to \$35. The broader mileage policy will not be amended as the Authority considers it adequately reimburses the additional costs met by elected members. A full advisory paper on this issue will be distributed separately.

8. Community boards

A submission was made that the Authority should base community board members' salaries as a fixed proportion of the base councillor salary for the parent council.

We considered that submission very carefully but decided not to use that approach for the following reasons.

1. Analysis of the relativity of current (2012) community board salaries to **average** 2012 councillor salaries showed that there was a wide variation, both between councils and within councils. The ratio ranged from 1% to 44%. Within councils there is as much as a 35 percentage points difference. The ratio of 2012 community board salaries to 2012 base councillor salaries ranged from 1% to 109%. Thus, moving to this method would be a significant disruption to what would appear to be councils' current thinking about the fair relativities between community board members.

2. Of the 28 councils with more than one community board, 40% currently elect to have differing community board salaries within their councils. This reinforces the view that moving to this method would be a significant disruption to what would appear to be councils' current thinking about the fair relativities between community board members.

3. The size of the population served by community boards can vary considerably. The ratio of smallest to largest community board population, within a council, can be as low as 3% (in other words a community board within a particular council has only 3% of the population of the largest community board in the same council). Basing the community board salary as a fixed proportion of the parent council's base councillor salary would, in our view, not be consistent with our responsibility to be fair to individual community board members.

The primary function of community board members is representation. It is therefore reasonable to expect that the time, effort, and expertise required to represent a large number of people would be greater than that for a smaller number of people. Therefore, it is reasonable for the remuneration of members of a community board serving a large population to be greater than that for members of a community board serving a small population.

It follows that community board remuneration somehow linked to the board's population base would result in remuneration being fairer to its members.

Accordingly we have based community board salaries on the community board population. This does not mean that the community board salary is a fixed multiple of its population; rather it means that there is relativity between a community board's population and the remuneration of its elected members.

Appendix D: Descriptions of positions of additional responsibilities

Committee Chair/Portfolio holder

Responsibilities in addition to those of a councillor:

- Chairing meetings of the committees in the areas of council activity and business within their area of responsibility
- Representing the council to a high standard in the areas of council activity and business within their area of responsibility, recognising that conduct in the role of CC/PH reflects on council as a whole
- Promoting and supporting good governance by the council
- Developing a clear understanding of the terms of reference of their committees, and of the scope and range of the specific areas of council activities and business within their area of responsibility to allow them to carry out their role as CC/PH
- Ensuring sufficient familiarity with council Standing Orders and procedures to be able to chair council committee meetings and any other sessions of council for which they have responsibility
- Undertaking sufficient preparation before meetings they are chairing to effectively carry out their role as CC/PH
- Ensuring any meetings they chair act within the powers delegated by the council as set out in the council Delegation Manual
- Managing the progress of business during meetings, including ensuring adherence to the council Code of Conduct, Standing Orders and any other statutory obligations and requirements
- Ensuring that all meeting participants have an opportunity to make an appropriate contribution within the bounds of Standing Orders and due process
- Maintaining and ensuring due order and decorum throughout meetings they chair
- Commenting to the media (or other agencies) as the council spokesperson on issues arising that pertain to their committee or that are on the agenda in the areas of council activity and business within their area of responsibility, but only if delegated to do so by council
- Liaising with appropriate council staff in respect of the areas of council activity and business within the CC/PH area of responsibility
- Providing political leadership in building a political consensus around council issues in the areas of council activity and business that are within their area of responsibility
- Recognising and contributing to issues that cut across specific areas of council activity and business within the CC/PH area of responsibility

- Working closely with other elected members of council to ensure smooth council decision-making
- Keeping abreast of all issues concerning council activity and business within their area of responsibility.

Deputy Mayor

Responsibilities in addition to those of a councillor:

- Supporting the Mayor in his/her role and deputising for him/her in his/her absence
- Keeping abreast of all issues facing council, to allow for relative ease when deputising for the Mayor, should that need arise
- Representing the council to a high standard, recognising that conduct in the role of Deputy Mayor reflects on council as a whole
- Representing the council in a strong, competent and articulate manner in the council area and to any external agencies or groups
- Ensuring sufficient familiarity with council Standing Orders and procedures to be able to deputise competently for the Mayor in chairing council meetings and other sessions of council
- Representing the council in various local, regional and/or national settings, both formal and informal, as appropriate
- Working closely with other elected members of council to ensure smooth council decision-making
- Ensuring sufficient familiarity with the processes and procedures of various civic functions to be able to correctly follow the obligations of such civic functions in the event of deputising for the Mayor, should that need arise.