

Remuneration Authority
Consultation Document: Local Government Review
Local Board Submission

Executive summary

Auckland Council's 21 local boards and 149 local board members, have a significant and wide-ranging governance role. We are independent governance entities with decision-making responsibility for local activities, issues and facilities, as well as providing the local input into regional policies, plans and decisions. We have responsibility for significant operating and capital budgets and are fully accountable for the decisions we make.

The manner in which local board members are remunerated is of critical importance to us and the communities we serve. After 7 years experience with Auckland Council's governance model, we have the depth of knowledge to advise on the potential implications of the remuneration proposals put forward by the Remuneration Authority. We also note that Auckland Council has undertaken considerable work over the last two years to develop detailed role and capability descriptions for its elected members, including local board members, chairs, and deputy chairs. The responsibilities and requirements of these roles are now well articulated and understood.

The workload and responsibilities of each local board, and as a result, local board members, chairs and deputy chairs, are primarily driven by statutory and allocated roles and responsibilities. There is a base level of work and activities that all local boards are required to undertake, regardless of budget or population size. While there may be some difference in workload and responsibility between local boards based on factors such as those proposed by the Remuneration Authority (namely population, operational expenditure, asset size, social deprivation and number of guest nights), we do not believe that they are the most relevant factors to be used when sizing local boards. As such, we submit that the roles and responsibilities of local boards should be the primary factor in determining the base level of local board remuneration across all local boards. A base level of remuneration should be allocated for each local board role (member, chair, and deputy chair), with other factors, such as population, operational expenditure, asset size, social deprivation and number of guest nights, being used to provide additional remuneration to particular local boards, where appropriate.

We do not agree with the principle of local authorities deciding their own remuneration. As such, we do not agree that local board remuneration should be decided by Auckland Council (by either the governing body and/or local boards) through a remuneration pool allocated by the Remuneration Authority. We believe this approach would negatively impact on local boards and as a result, the communities we serve. It provides uncertainty about remuneration to potential local board candidates, makes local board remuneration a political issue, and may well cause unnecessary conflict and tension between elected members (and particularly with the governing body if it is the decision-making body).

Given the considerable work undertaken by Auckland Council to clearly define and articulate the roles and responsibilities of local board members, including chairs and deputy chairs, we believe that the Remuneration Authority has sufficient information

and clarity to make a determination. Therefore, we strongly believe that the Remuneration Authority should continue its current practice of transparently and independently setting the rates of remuneration for local board members, chairs, and deputy chairs.

We are firmly of the view that the remuneration for local board chairs should continue to reflect the fulltime commitment required of this role. The specific requirements of the role and workload are unique to Auckland and its governance structure and are not comparable to roles in other local authorities. We do not believe there is any rationale to change the current approach to remuneration of local board chairs and as such, the remuneration for local board chairs should continue to be set by the Remuneration Authority. We also submit that the Remuneration Authority should increase the rate of remuneration for local board deputy chairs to reflect the additional responsibilities and workload expected of this role, as demonstrated by Auckland Council's recent work to develop a detailed role and capability description for this role.

Introduction

About local boards

Auckland Council's 21 local boards (comprising 149 local board members) have a significant and wide ranging role. Local boards are independent governance entities and for some purposes, are considered to be local authorities. We have decision-making responsibility for local issues, activities, services and facilities. We are fully accountable for the decisions we make, without any involvement or oversight of Auckland Council's governing body. We also have a key advocacy role in regional decisions and policies. In particular local boards:

- help make local government accessible to Aucklanders
- make governance decisions on local activities, issues and services
- develop and adopt local board plans every three years, to reflect the aspirations and priorities of local communities
- prioritise expenditure in local board budgets and monitor delivery of projects and spending against budget
- work with mana whenua and mataawaka
- develop annual local board agreements
- engage with communities and express views and preferences on their behalf to the governing body on region-wide strategies, plans and bylaws
- develop relationships with key stakeholders including community organisations, sports and recreation organisations and special interest groups
- propose local bylaws and local targeted rates
- work with council-controlled organisations on services they provide in the local board area.

The extent of the local board governance role is reflected in the Annual Budget. For the 2017/2018 financial year, the combined annual operating budget of local boards is \$287,444,000. The combined capital budget is \$172,888,000. As well, some local boards are bigger in terms of both budget and the population they serve, than other New Zealand local authorities.

The governance role of local boards, and as a result, local board members, is a significant one. When considering local board remuneration, the nature and extent of this governance role, and the demands associated with it, are key factors. After

seven years experience with this model of governance, local boards have a good understanding of these demands and are well equipped to advise on the implications of the Remuneration Authority's proposal as it relates to local board members.

About local board members

Auckland Council has undertaken considerable work over the last two years to develop detailed role and capability descriptions for all its elected members. These have been developed in consultation with and have the agreement of elected members from both arms of Auckland Council's shared governance model. The role and capability descriptions for local board chairs, deputy chairs and local board members, all require a considerable time commitment (see Appendix A for the full role and capability descriptions). These roles are as follows.

- **Local board chair:** The role of local board chair is a full-time position requiring substantial additional commitment to that of other local board members. It involves civic leadership and is the most high-profile role in the local board. The chair has broad oversight of the local board's activities and is called upon to undertake additional tasks, such as fronting media enquiries and representing the local board at a regional level. The chair is also responsible for leading local board meetings and workshops.
- **Local board deputy chair:** Each local board elects a deputy chair. Deputy chairs form part of the local board's leadership team and assume significantly more responsibilities than other local board members. To meet the expectations of their role, deputy chairs are generally undertaking well in excess of the 20 hours per week time commitment expected of other local board members.
- **Local board members:** The workload of local boards is extensive. As a result, local board members can expect to spend around 20 to 25 hours per week on local board business. The role involves a mix of daytime and night-time commitments. Annual business such as plan development and hearings mean the job is also busier at certain times of the year.

These are significant governance roles requiring considerable commitment and as a result, limit the capacity to undertake additional employment. The manner in which local board members are remunerated is therefore, an important issue.

Factors to be used in sizing local board member remuneration

The Remuneration Authority is proposing a mix of population, operational expenditure, asset size, social deprivation and number of guest nights to be used when sizing local authorities for the purposes of determining remuneration. However, while there may be some difference in workload and responsibility between local boards based on these factors, we do not believe that they are the most relevant factors to be used when sizing local boards. Due to the statutory and allocated responsibilities of local boards, the workload and responsibilities of each local board, and particularly chairs and deputy chairs, are very similar. There is a base level of work and activities that all local boards have to undertake, regardless of budget or population size. For example, all local boards are required to prepare local board plans and local board agreements. They are all responsible for significant local activities, issues, facilities and services. All local boards are required to input into a multitude of regional policies and plans, as well as work with council-controlled organisations on issues relevant to their areas. These are significant undertakings required of all local boards, irrespective of issues such as size of population, operating expenditure or asset base.

Collectively, the roles and responsibilities required of all local boards have the most impact on workload and should be the predominant factor when allocating a base level of remuneration across Auckland Council's local boards. Each local board role (member, chair, deputy chair) should be sized and a base level of remuneration allocated to that role. The other proposed factors (population, operational expenditure, asset size, social deprivation and number of guest nights) would then be used to provide additional levels of remuneration to particular local boards, if appropriate. This approach should apply to the current remuneration practice, which determines the level of remuneration by role, as well as any proposed remuneration pool.

Submission:

- *The roles and responsibilities of local boards have the most significant influence on the workload of local board members (including chairs and deputy chairs) and should be the primary factor in determining the base level of local board remuneration across all local boards.*
- *A base level of remuneration should be allocated for each local board role (member, chair, and deputy chair), with other factors, such as population, operational expenditure, asset size, social deprivation and number of guest nights, being used to provide additional remuneration to particular local boards, where appropriate.*
- *Assets go beyond built infrastructure, significant role of managing environmental ecological assets and responding to ecological needs.*
- *Guest nights focus predominantly on urban centres, much of Auckland's attractions and management issues arise from visitors in general.*
- *Do not support using guest nights as a proxy for tourism activity in an area. As the Waitakere Ranges have few places to stay this will not adequately measure local tourism activity or the effects on the local environment and matters that need to be governed and managed.*
- *Local board members by their role are very accessible to members of public and face increased pressure of local demands and expectation of a timely action and a response.*

Local board member remuneration

We strongly believe that the Remuneration Authority's proposal of a remuneration pool is not in the best interests of local board members and will negatively impact on local boards and as a result, the communities they serve. Our reasons are set out below.

Certainty

Certainty regarding remuneration is an important issue for potential local board candidates. Currently, candidates know the remuneration they will receive if successful and can plan accordingly. This certainty is also relevant to a local board member's decision-making process at the start of the electoral term when considering a potential role as a chair or deputy chair of a local board. The proposed remuneration pool will create uncertainty, as the actual level of remuneration for specific local board roles will not be set until after the local government election. This uncertainty has the potential to discourage potential candidates. It may also disadvantage local board members who sought re-election based on certain remuneration expectations which are not met when decisions regarding allocation of the remuneration pool are made. Financial hardship could occur as a result, particularly for those candidates who have reduced their hours of work elsewhere to become a local board member.

Independence and transparency

The remuneration pool approach has the potential to make local board member remuneration a political issue. It removes the current transparency and independence provided by the Remuneration Authority. If the level of remuneration is determined by the governing body, it has the potential to undermine the autonomy of local boards and cause unnecessary conflict and tension between the governing body and local boards. If it is determined by each individual local board (with a remuneration pool allocated at the individual local board level), it has the potential to cause conflict within the local board, particularly if there are discrepancies in how individual local board members are remunerated. It may also result in significant inconsistencies between local boards in remuneration levels for similar roles, which may negatively affect relationships between local boards.

Adequacy of information

Prior to 2017, the role definition for Auckland Council's elected members was underdeveloped. Auckland Council has undertaken significant work over the last two years to define the roles and capabilities required of its elected members. This includes local board chairs, deputy chairs, and members. We are confident that the responsibilities and requirements of these roles are now well articulated and understood. As such, we believe there is now sufficient information and clarity on roles for the Remuneration Authority to continue with its current practice of setting the rates of remuneration. While some differences may occur in terms of the specific workloads of individual local board members, the expectations of the various local board roles are clear. Workload issues and discrepancies are best addressed internally within each local board as part of its management of performance, rather than as a remuneration matter.

Submission:

- *We do not agree with the principle of local authorities deciding their own remuneration. As such, we do not agree that local board remuneration should be decided by Auckland Council (by either the governing body and/or local boards) through a remuneration pool allocated by the Remuneration Authority.*
- *We believe that the current regime, where remuneration is transparently determined by an independent authority, is preferable and should continue, and that there is sufficient clarity on roles to enable the Remuneration Authority to make its determination.*
- *If however, the Remuneration Authority decides to allocate a remuneration pool to Auckland Council, then:*
 - *We believe the remuneration pool should be allocated via the Governing Body to assist with consistency and equity in distribution;*
 - *The Governing Body should be required to gain a 75% majority vote to determine the allocation of remuneration across all of its positions.*

Local board chair remuneration

The local board chair has a leadership role, with broad oversight of all local board activities. The chair is called upon to undertake many additional tasks, such as chairing local board meetings and workshops, representing the local board at a regional level, fronting media enquiries, and representing the local board at civic and community events. The role of the local board chair requires a fulltime commitment. This is reflected in the current remuneration set by the Remuneration Authority. The specific requirements of the role and workload are unique to Auckland and its governance structure, and are not comparable to roles in other local authorities. We do not believe there is any rationale to change the current approach to remuneration

of local board chairs. As such, the remuneration for local board chairs should continue to be set by the Remuneration Authority, taking into account the roles and capabilities required.

Submission:

- *The local board chair role should be treated as fulltime and remunerated accordingly.*
- *The future approach to determining the remuneration for local board chairs should look to establish closer parity between local board Chairs with Ward Councillors remuneration noting that they are different roles however they both have significant responsibilities.*
- *Furthermore, it is noted in a current situation a local board chair receives around 75% of the base councillor salary, and only 60% when compared to a governing body Committee Chair.*
- *It is also noted that all Ward Councillors have a shared base flat rate and this should be a goal for Local Board Chairs remuneration.*
- *If however, the Remuneration Authority decides to allocate a remuneration pool to Auckland Council, then the remuneration for local board chairs should be set by the Remuneration Authority, taking into account the role and capabilities required of a local board chair.*

Local board deputy chair remuneration

Local board deputy chairs have a major role, which extends beyond that of a local board member. As well as chairing meetings and assuming the role of the chair when the chair is absent or unavailable, they provide leadership, governance and decision-making support to the chair and the local board as a whole. A role and capability description has been developed, which demonstrates an expectation that deputy chairs will commit to a workload well in excess of the 20 hours per week expected of local board members. However, currently deputy chairs receive no additional remuneration for this additional responsibility and workload, which significantly disadvantages those local board members who are prepared to accept this leadership role. We strongly urge the Remuneration Authority to set a rate of remuneration for deputy chairs which reflects the additional responsibilities and workload assumed by local board deputy chairs.

Submission:

- *The Remuneration Authority should increase the rate of remuneration for local board deputy chairs to reflect the additional responsibilities and workload expected of this role.*

Local board member

Submission:

- *Local board members should be paid the same rate across the region noting that the population base is already reflected in the number of local board members in each board.*

Appendix A

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 governing body members (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).

Governing body members and local board chairs are a full-time role, while 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 governing body member role

The following provides an outline of the governing body member role.

Provide regional strategic leadership and direction

- 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

- 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

- 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

- 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:

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| Chairing and attending meetings | <ul style="list-style-type: none">• 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 | <ul style="list-style-type: none">• Works collaboratively to achieve agreed outcomes and priorities• Provides feedback in a constructive manner. |
| Promoting good decision-making and governance | <ul style="list-style-type: none">• 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 | <ul style="list-style-type: none">• 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 | <ul style="list-style-type: none">• Builds strong and respectful relationships. |
| Delegated decision-making and activities | <ul style="list-style-type: none">• Seeks the input and views of local board members (where appropriate) and ensures they are accurately represented and articulated. |