



## **Terms of Reference**

### **February 2017**



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## 1. Background

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COBOP (Collaboration Bay of Plenty) is a network of managers from all local government and most central government agencies serving the Bay of Plenty. COBOP was initiated in 2005 as a regional response to provisions of the Local Government Act 2002 (LGA 2002), with the purpose of generating more efficient and effective 'joined up' focus on achieving identified local and regional community aspirations and priorities.

The 2002 Act called these "community outcomes". The subsequent Local Government Act 2010 (LGA 2010) has discontinued these provisions, however, the purposes of local government remain the same and the requirement to set priorities within local and regional communities continues. In response to the LGA changes, COBOP members strongly agreed that the need for efficiency and for well-connected local and central government agencies in the Bay of Plenty has never been greater.

Since then COBOP has grown its collective understanding of collaboration. We are a region that values relationships and has built on the origins of COBOP to gain ground in many areas. Often the Bay of Plenty is seen to be the "first cab off the rank" in regional initiatives, due to a high level of trust and relationship across local and central government<sup>1</sup>. In 2016 COBOP reviewed its processes and priorities, with the network agreeing to reconnect at a strategic level to work on key action areas together. COBOP continues to evolve as a vehicle for collaboration for the region. It's ability to be flexible and responsive, focus on quality relationships across agencies and learn as we go, are key to its success.

## 2. Purpose

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COBOP is a vehicle for co-operation and collaboration to promote the achievement of *local and regional* community aspirations and priorities through effective and efficient use of resources.

## 3. Core values

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The agreed core values of the network are that we work together in ways that are: purposeful, respectful, ethical, inclusive and that we operate on the principle of reciprocity.

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<sup>1</sup> See the Collaboration Continuum by Tamarack Institute in the Appendix A. COBOP has progressed along this continuum over the years has a high level of trust and opportunity to collaborate.

## 4. Objectives

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The COBOP network aims to:

- **Be a key connection point** for central (CG) and local government (LG) in the Bay of Plenty
- **Provide a conduit or clearinghouse** for local issues and priorities to be communicated through to national level decision-makers
- Bring people together to **support efficient ways of sharing knowledge, skills and data/information** around key challenges and opportunities for the Bay of Plenty
- **Foster new and build on existing relationships** to work together and provide collaborative responses to key challenges and opportunities for the Bay of Plenty
- **Enable better understanding** of LG and CG processes, timeframes and policy making systems to align our focus more effectively and identify where improvements can be made
- **Enable better awareness** of and understanding about the priorities that have been identified by local and regional communities
- **Learn, use and promote a collaborative approach** to complex challenges and opportunities in the Bay of Plenty

COBOP:

- **Includes relevant relationships** extended to organisations and groups outside of central and local government when are where necessary, as collaboration and collective action involves many other parties. This may include NGO's, industry, Iwi and philanthropies.
- **Covers the geographical region of the Bay of Plenty**, including Taupo District and interact with bordering regions agencies where necessary.
- **Acknowledges and build relationships with elected members**, however the forum meetings will not generally include Ministers, Mayors, Board Trustees or Councillors unless necessary
- **Adds value to business as usual activities**, but does not replace or seek to duplicate them.
- **Collectively supports or advocates for projects**, but does not lead or initiate projects
- **Involves other networks/initiatives in the BOP in dialogue** where necessary, but does not seek to duplicate them

## 5. Communication

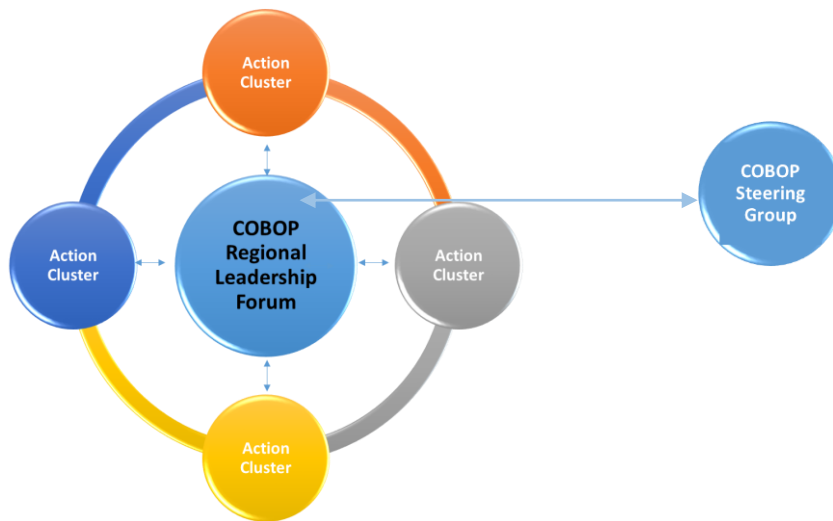
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Communication tools and channels will change over time as the network matures and technology changes. Key principles and directions of an ongoing nature are that:

- Well-functioning communication channels are vital, at all levels to the success of the COBOP network
- Although a key role of the Coordinator, clear communication is the responsibility of all COBOP members
- Communications within the Action Clusters, between Action Clusters, and between clusters the Regional Leadership Forum and the Steering Group, must all flow quickly and clearly
- COBOP is likely to evolve the current web-based communications as time goes on. Input/information from the network is important to the success of these tools.

## 6. Structure & Roles

The diagram and notes below outline the structure of the COBOP network, adjusted following the 2016 Review. Summary below, note that further details of roles are available here.



### Steering Group (SG)

Representative of LG and CG agencies selected by the Regional Leadership Forum, a core group of seven members. The SG role is to **foster processes** that support LG and CG to work together to achieve results and **monitor progress towards set goals and priorities**. The SG is responsible for **ensuring the intent** of the network is achieved and takes responsibility for **fronting any important matters affecting COBOP** overall, and to **oversee COBOP processes**. Meeting frequency is 3 times a year.

### Regional Leadership Forum (RLF)

Senior representative of LG and CG agencies at CE/RM level. A group of currently 31. The RLF role is to **provide strategic connections** between CG and LG across the Bay of Plenty and **strategic direction** to COBOP action clusters, work as a collective through **discussing complex challenges and opportunities** and be the **first port of call for new initiatives** in the region that could affect Bay of Plenty communities. The Cynefin Model<sup>2</sup> of decision making is used by the RLF to decide where the network is best placed to respond. Meeting frequency is 3 times a year, chaired by the SG Chairperson.

### Action Clusters (AC)

Representative of key staff from LG, CG agencies (and others) **working together at a practical level** on action areas devolved from the RLF. This could be regionally or locally. The Action Clusters purpose is to be a **vehicle for collaboration, explore how to work** on complex issues together, **create connections** (regional, central and local) to ensure that the right people are at the table, **share information and connections** to enable collaborative solutions to be created, to **coordinate any projects** arising from the Action Cluster while providing a connection point (where appropriate) for projects already occurring, **monitor and document** how collaborative efforts make a difference. Action Groups will use the Power of Co<sup>3</sup> process where appropriate.

Note: All groups in the structure are supported by the COBOP Strategic Coordinator.

<sup>2</sup> The Cynefin Model is an internationally renowned decision-making tool and is outlined in Appendix B

<sup>3</sup> Power of Co process is a tool designed by Twyfords (specialists in collaboration) to guide the collaborative process and is outlined in Appendix C

## 7. Funding and financial delegations

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The COBOP network is currently funded by member agencies on a year to year basis. Funding is primarily required for core support functions and related direct costs, not projects resulting from action areas. Overall budget management is the responsibility of the Steering Group, with day to day management being the responsibility of the Strategic Coordinator. The Steering Group has delegated financial responsibilities as follows:

- The Strategic Coordinator is delegated to solely authorise commitments / expenditure up to and including \$5,000 (excluding GST), except for authorisation of their own invoices for payment.
- The Steering Group Chair is delegated to solely authorise invoices from the Strategic Co-ordinator to the COBOP network in regard to provision of the Strategic Broker role.
- The Steering Group Chair and one central government Steering Group representative authorises commitments / expenditure above \$5,000 (excluding GST).

The COBOP Chairperson's host agency (if able to) will administer the budget on behalf of the COBOP network. A financial summary of costs will be provided to all member agencies on an annual basis. The Strategic Co-ordinator's role is currently (2016-17) administrated by Western Bay of Plenty District Council.

## 8. Review

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- Action Clusters will be reviewed annually by the Regional Leadership Forum (RLF).
- A full review of the COBOP network will be undertaken every 3 years.
- Adjustments to the TOR arising from review will be drafted and circulated to the RLF for agreement.
- Minor updates to the TOR document (such as the addition of new signatories or amendments to Appendix A) are to be made by the Strategic Coordinator and signed off by the SG as required.
- The Strategic Coordinator is responsible for ensuring reviews are scheduled and undertaken, and for keeping the TOR up to date.

## 9. Resolving problems

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COBOP members recognise that at times people may have difference of opinion and that collaboration, in general, is not an easy or straight forward process.

COBOP encourages open discussion and diversity as part of the collaborative process. However, if there is a problem or disagreement between individual agencies/members, that cannot be solved between the disagreeing parties, the COBOP Chairperson and Strategic Coordinator will be available to assist with resolution for the sake of the network (relationships and outcomes).

## 10. Membership

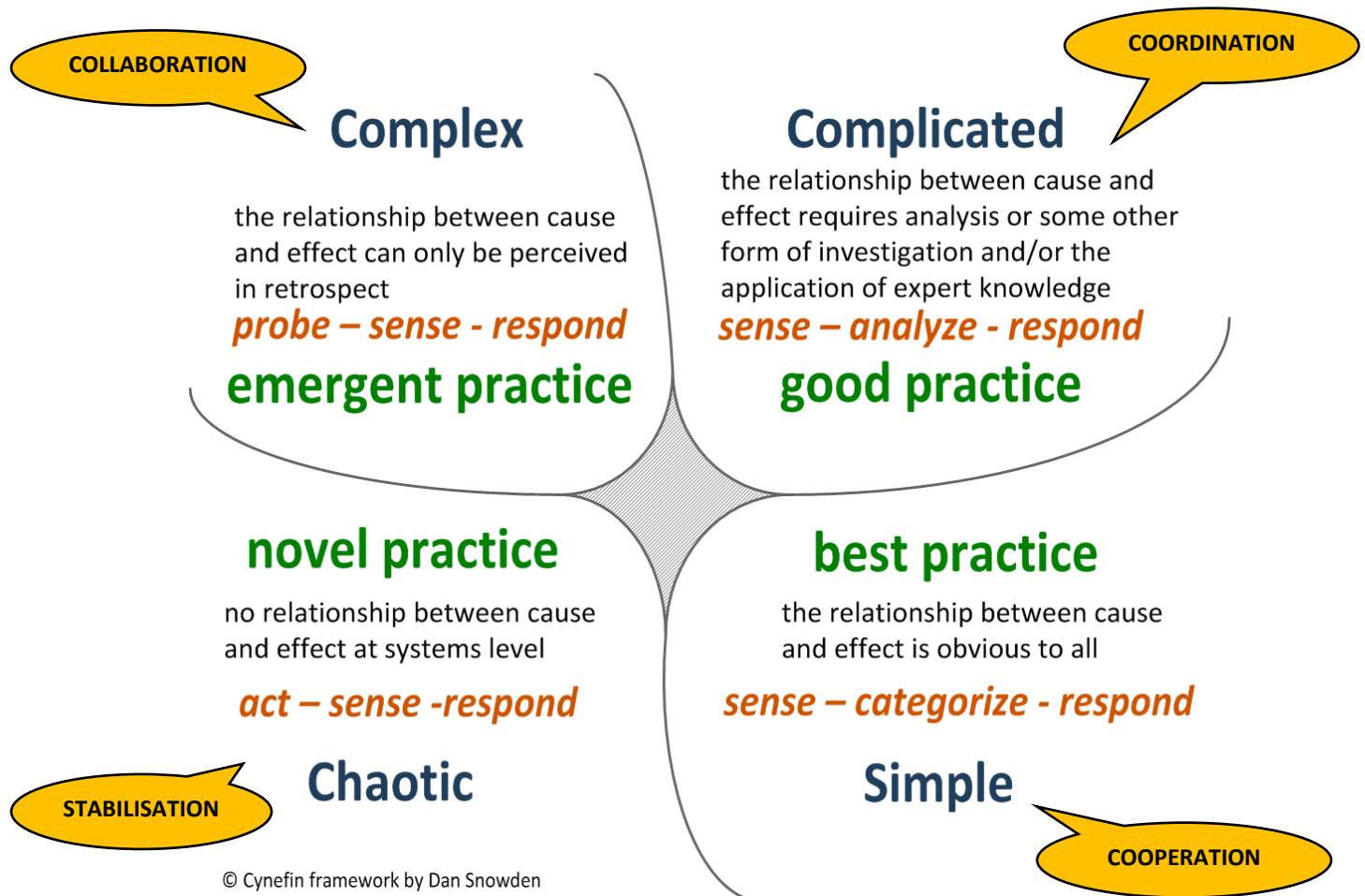
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The following organisations are members of the COBOP network:

Accident Compensation Corporation	Ministry of Health
Bay of Plenty Regional Council	Ministry of Justice
Bay of Connections	Ministry of Primary Industries
Bay of Plenty District Health Board	Ministry of Social Development
Department of Conservation	Ministry for Vulnerable Children
Department of Corrections	NZ Fire Service
Department of Internal Affairs	Opotiki District Council
Department of Inland Revenue	Rotorua District Council
Emergency Management BOP	Taupo District Council
Housing New Zealand Corporation	Tauranga City Council
Kawerau District Council	Te Puni Kokiri, Ministry of Maori Development
Lakes District Health Board	Tertiary Education Commission
Ministry of Business, Innovation & Employment	Western Bay of Plenty District Council
Ministry of Education	Whakatane District Council

## Appendices

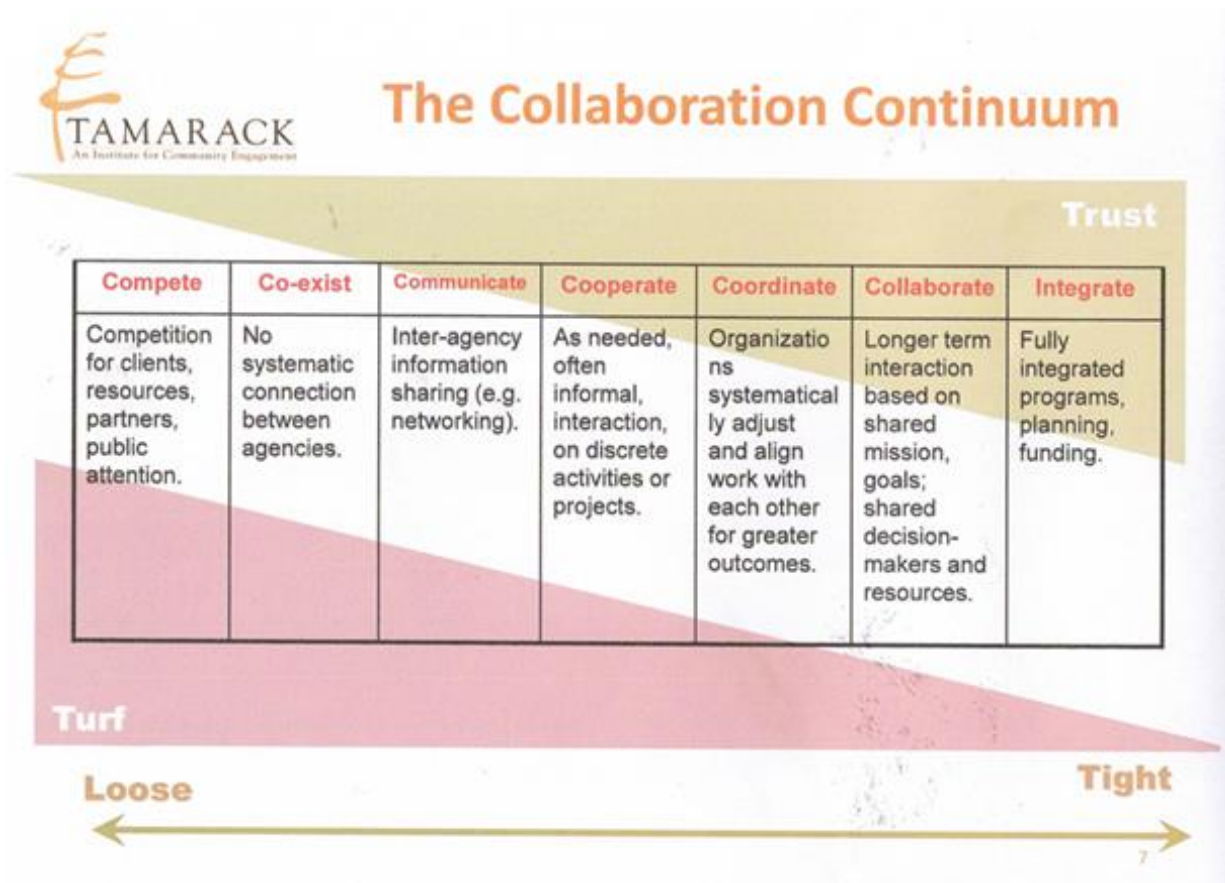
### a) Cynefin Model of Decision Making



*NB: Speech bubbles have been added to incorporate the appropriate response. Note that COBOP's purpose is to work in the collaborative and coordination spaces, but acknowledges that it has a role in sharing information and networks to add value to effective stabilisation and cooperation.*



## b) Collaboration Continuum



## c) Power of Co – Twyford's Model of Collaboration

