

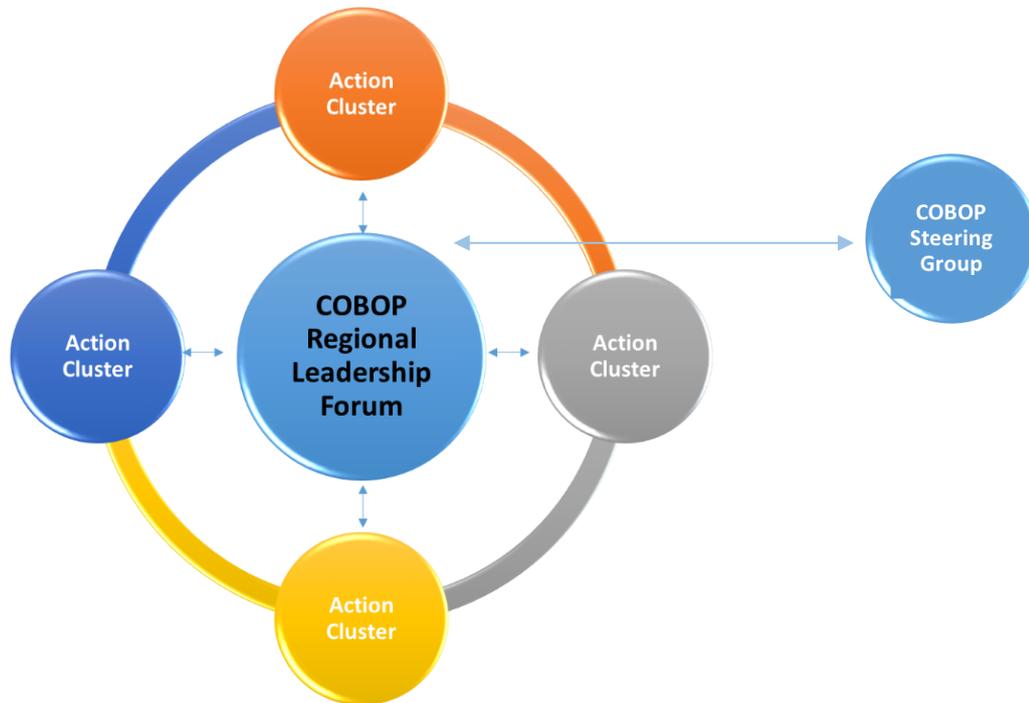


Structure & Roles
February 2017



1. Structure Overview

The structure of COBOP remains similar to its original intentions. However, following the 2016 review, it has been streamlined to allow for more efficient use of member agency staff time.



The **Steering Group** remains in place as the smaller, flexible and more workable leadership group, representative of the wider network.

The **Regional Leadership Forum** is crucial to the success of the network, bringing together Chief Executives and Regional Managers of local and central government to strategically direct the efforts of the network.

Action Clusters are the practical working groups devolved from key challenges and opportunities agreed on by the Regional Leadership Forum. Further detail on each of these is explained below.

2. Steering Group

Role

- To **foster and oversee network processes** that support local and central government to work together to achieve results for the Bay of Plenty
- **To monitor progress in collaborative efforts** towards local and regional community aspirations and priorities
- To be responsible **for ensuring that the intent¹. of the network is achieved.**
- To take responsibility for **fronting any important matters affecting COBOP** overall
- To jointly act as **supporters for the action clusters**

Meeting frequency and purpose

Three meetings per year to:

- Review COBOP network progress
- Identify issues and/or solutions to collaboration blockages
- Carry out high-level planning for upcoming Regional Leadership Forum meetings
- Sign off key communications
- Approve plans and budgets for resources accessed for COBOP, and significant reports on resource use
- Monitor work of the action clusters

Membership and duration

Seven members nominated by the Regional Leadership Forum for a period of two years:

- Four representatives from central government
- Three representatives from local government, one is from the Regional Council or a DHB,
- Including a local government representative appointed as Steering Group Chair

Steering Group Chair

The Steering Group Chair is appointed by the Regional Leadership Forum. The Chair is to be one of the three local government Steering Group members, to reflect that the focus of the COBOP network is anchored in local communities of the Bay of Plenty.

The role of the Chair is to:

- Be a **key contact on behalf of the COBOP for external stakeholders**, including regional philanthropies, NGO's, Iwi, Mayors Triennial and central government agencies not connected to COBOP regionally.
- Be the **spokesperson for the Steering Group and the COBOP network**
- Provide **guidance and support to the Strategic Coordinator** to ensure COBOP operates efficiently

¹ *The intent of the network is to "be 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."*

- Provide **leadership of the Steering Group** and the COBOP network
- Provide a **key connection between the BOP Chief Executives Forum** and the COBOP network
- Take responsibility for employment arrangements for the Strategic Coordinator's role (on contract to or as an employee of the Chair's organisation, so this will move organisation when the Chair changes) and liaising with the Strategic Coordinator re: Steering Group and Leadership Forum agendas

Financial delegations

- 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).

Strategic Support

The Steering Group is supported by the Strategic Coordinator, who:

- Manages any contracted support activities
- Reports directly to the Steering Group, via the Steering Group Chair.
- Supports the Action Clusters (where appropriate) and Regional Leadership Forum in an administrative and advisory capacity (regarding partnerships, collaboration and processes)
- Engages with external agencies that have expertise and/or knowledge that helps advance COBOP's collaborative practices around complex issues in the region
- Supports the Chair with external stakeholder relationships, including regional philanthropies, NGO's, Iwi, Mayors Triennial forum and central government agencies not connected to COBOP regionally

3. Regional Leadership Forum (RLF)

Role

- **To provide strategic connections** between CG and LG across the Bay of Plenty and opportunities to strengthen and deepen relationships. The forum will provide an instant connecting point for new CE's and Regional Managers to the region.
- **To provide strategic direction** to COBOP action clusters, resulting from discussion on common challenges and opportunities to work together discussed at this level
- **To observe and monitor progress from the various action clusters** (through brief presentations and discussions where required, and via progress reports where discussion is not required)
- **To work as a collective** for the potential of the region through discussing complex issues that might benefit from more attention together and focused thinking to enable development of more integrated policy options.
- **To be the first port of call** for new initiatives in the region that could affect Bay of Plenty communities

Leadership and duration

The RLF will be Chaired and led by the Steering Group Chairperson for a term of two years. A new Chair is chosen by the RLF at the end of this period.

Meeting frequency

Three meetings per year for the purposes stated above. Purpose of the meetings is covered in "role" above.

Membership and duration

- This is the combined **Chief Executives (CE) and Regional Managers (RM)** of local and central government with responsibilities in the Bay of Plenty.
- The RLF comprises the Chief Executive or Regional Manager or their delegate (at a senior level and able to make decisions on behalf of) of each of the member organisations listed on the COBOP website.
- Every member organisation will ensure that it has THE SAME representative at each RLF meeting, as continuity of relationship is key to COBOP success.
- When appropriate, signatories may also bring key personnel with them to these forums.
- Agency membership will remain the same and include new CE and RM staff where staff changes occur. Note: it is the responsibility of outgoing members to brief new representatives from their agency to COBOP and to inform the Strategic Coordinator of any changes.

Support and communications

- The Strategic Co-ordinator manages coordination and support services to the RLF including agenda, minutes and reports
- RLF members (signatories) are responsible to keep their own staff and elected members informed about COBOP Action Clusters, RLF and Steering Group activity, including meetings. This is a particularly important communication channel for staff not involved in action clusters.
- Staff and elected members of agencies that are part of COBOP are welcome to receive monthly e-news emails and can register with the Strategic Coordinator

4. Action Clusters

Purpose²

- **To work on a collective need, complex challenge or opportunity** identified by the Regional Leadership Forum at a regional or local level.
- **To explore complex issues**, where there is interest and benefit in more focused work together, and to foster clear arrangements for achieving agreed actions
- **To create regional, central and local connections** to ensure that the right people are at the table at decision making, planning and operational levels. This will more likely than not, also involve groups that are not local or central government. The same principles outlined in this TOR will apply to Action Group processes.
- **To act as a vehicle for collaboration** around the identified, need, challenge or opportunity WHERE THERE IS NO CURRENT EXISTING VEHICLE. NB not duplicating what is already occurring.
- **To share information and connections** that will enable collaborative solutions to be created
- **To monitor and document** how collaborative efforts on this challenge or opportunity make a difference
- **To coordinate projects arising from the Action Cluster.** These projects must be clearly specified, including their expected duration, and must be led by one organisation who takes responsibility to coordinate, administer and communicate about the project to the Action Cluster group.

Meeting frequency

Meeting frequency is determined by the Action Cluster based on need. It is envisaged that at times Action Clusters may meet jointly with other clusters with common interests. The onus is on the clusters themselves to ensure cross-cluster connection is jointly addressed, however the COBOP Strategic Coordinator can assist with this.

Leadership and communications

Action Cluster leaders/Chairs will be representative of the lead agency for that Action Cluster and may be any agency (CG or LG) of the COBOP network. Leaders/Chairs are responsible for:

- **Operating inclusively** to ensure all appropriate/necessary COBOP signatory organisations are invited to participate in action cluster group meetings
- **Providing administrative support** for action cluster meetings
- **Ensuring action cluster meeting communications** (notifications, agendas, agenda papers / presentations, minutes, project updates etc.) are circulated to cluster group members in a timely fashion.
- **Ensuring action cluster meeting communications** (notifications, agendas, agenda papers / presentations, minutes, project updates etc.) are provided to the Strategic Coordinator for circulation to the RLF and Steering Group and posting on the COBOP website where appropriate.
- Action cluster **members are responsible to keep their own organisation, managers and elected members informed** about action cluster activity

² Historically COBOP set up four clusters based on each of the four aspects of community wellbeing. the 2016 Review found that clusters lacked purpose and direction beyond networking and information sharing. Subsequently, the RLF was asked to identify key action areas that could form new (from 2017) action clusters.

Strategic Support

- The Strategic Co-ordinator manages the coordination of connections and communication across action clusters and to the SG and RLF
- Is available for process support for the Action Cluster Leads where required and appropriate

5. Strategic Co-ordinator

Purpose

- To be a key enabler of collaboration between multiple agencies within the COBOP network, and between the COBOP network and other agencies and groups.
- To broker or assist with brokering relationships between members and other agencies where required
- To assist COBOP with the process of collaboration, rather than the content.
- To support the Action Clusters (where appropriate) and Regional Leadership Forum in an administrative and advisory capacity (regarding partnerships, collaboration and processes)
- To administrate the COBOP website and external communications
- To manage COBOP information and strategic information including Annual reports, budget, network participation, terms of reference and strategic direction
- To promote and host events and training that increase understanding between central and local government about good practice collaboration
- To manages any contracted support activities
- To engage with external agencies that have expertise and/or knowledge that helps advance COBOP's collaborative practices around complex issues in the region
- To support the Chair with external stakeholder relationships, including regional philanthropies, NGO's, Iwi, Mayors Triennial forum and central government agencies not connected to COBOP regionally

Reporting and accountability

Reports directly to the Steering Group, via the Steering Group Chair.

Employment arrangements

The Strategic Coordination role is a part-time contracted role. Employment or contract arrangements for this role are held by the Steering Group Chair's organisation, or another council as directed by the Steering Group Chair.

Financial delegations

- 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 role.

Appendix B: How support is provided for COBOP initiatives

1. For initiatives that enhance agencies' business as usual

- COBOP fosters relationships, understanding and information flows – all of which are likely to increase potential for co-operation between agencies and for enhancing agencies' business as usual.
- **COBOP's role is to:** assist relevant agencies in documenting the increased co-operation and good practices as they emerge. This role is facilitated by the Strategic Coordinator.

2. For initiatives generated within any of the action clusters

- Any such projects are mandated and supported by the agencies wanting and agreeing to be involved.
- Lead and support agency roles are specified as part of the action cluster scoping process.
- **COBOP's role is to:** share information about the projects across the network, support and share good practice around co-ordination, co-operation, and partnering on projects. This role is facilitated by the Strategic Coordinator.

3. For initiatives generated between/across action clusters

- Any such projects are mandated and supported by the agencies wanting and agreeing to be involved.
- Lead and support agency roles are specified as part of the project scoping process.
- Processes for action clusters to meet will be developed by relevant action cluster leaders.
- **COBOP's role is to:** share information about the projects across the network, support and share good practice around co-ordination, co-operation, and partnering on projects. This role is facilitated by the Strategic Coordinator.

4. For dealing with emerging Issues

At times, COBOP Steering Group members may become aware of significant opportunities or issues which:

- a) Are important to local and regional community wellbeing, and
- b) Have no obvious "home" within existing structures of action clusters
- c) Are likely to be of interest across action clusters
- d) Are time sensitive, and cannot wait until a scheduled Steering Group meeting

In these instances, the member emails Steering Group colleagues (including Strategic Coordinator) providing a briefing on the issue/opportunity, and invites feedback about the appropriate COBOP course of action, and where leadership should come from.

Options may include:

- a) Advance matter through a particular action cluster,
- b) Requires a Cross-action cluster approach,
- c) COBOP role simply to inform Network and provide appropriate contact