Background

The Ministry has been providing each LCC in greater Christchurch with funding to enable them to select a leader to drive LCCs from within in order to address challenges identified in their LCC plans. This resource was originally aimed at principals but was, in many cases, targeted instead to other LCC members and even external contractors. Despite the variation in the types of leaders engaged for this work, it was certainly common for this resource to be used to pay that leader for their time or release them from their normal duties.

Over time, this too has evolved and LCCs are now using this resource in more creative ways. For example, in some cases this resource has been used by LCCs in a distributed model whereby they target leadership and leaders to specific areas of need. This allows the LCC to split the resource between a coordination and administration role and to engage multiple leaders to take on particular pieces of work suited to their experience and expertise. The findings from a recent LCC Leaders' Hui, where LCC leaders were asked to describe different ways of using this resource, also suggested different models, of which this was one.

This funding was originally available from the beginning of term 4, 2013 to 30th June, 2015. It has now been extended until 30th June, 2017 with the intention that LCCs work with the Ministry to determine the most effective use of this resource.

How this resource might be used slightly differently

As described previously, the resource **may** now be used in a more distributed fashion in order to allow LCCs to target it to particular pieces of work. Equally, LCCs may decide to use the resource to employ a single person or people to continue to lead, facilitate and drive all of the work across the LCC. Ultimately, this is the decision of the LCC – however it is important that all possibilities have been considered and that LCCs feel confident that they can make this resource work best for them in their context.

It should be high on the LCCs' list of priorities that the role of the leader(s) includes consideration of how the LCC is sustained beyond June 2017. This **may** include the dovetailing of the work of the LCC into the IES / COS model

How to access this resource from July 2015 onwards

Whilst we don't want this to turn into a bureaucratic and paper heavy process, we must also ensure that LCCs and the Ministry are confident in the purpose and direction of their leadership. Therefore, it would be prudent to take the following steps:

- Produce a plan for July 2015 – June 2016 that -
    a. Outlines priorities, main objectives and associated projects
    b. Describes what the function of leadership will be to realise that plan
    c. Describe who will take on those leadership role(s) and what piece(s) of work they will take responsibility for (e.g. a mini *terms of reference*[1] for the leader of that piece of work)
    d. Plots out a schedule for meetings / events required to ensure progress is maintained

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[1] Please note that the *terms of reference'* in this context should not be viewed as a process to release funding nor a compliance document for the Ministry. Instead, it is about the LCC providing guidance to their leader(s) to carry out a piece of work for them, of their design.

e. Nominates the fund holder and describes their responsibilities including how they will invoice the Ministry

This plan will not only outline the direction for the LCC but will also replace the existing *Terms of Reference* that the Ministry has used to justify the leadership resource up until this point. A new plan should then be created for the period July 2016 – June 2017.

What could we be doing now

Given that each LCC already has a leadership resource in place; it would be advisable to use that person / people to commence work in preparation to access the leadership resource from July 2015.

Your current leader / leaders **could**, for example, take the opportunity to revisit and review previous planning documents and activities as a means of identifying priorities for the year to come. This might, in turn, determine what leadership will look like for their LCC from July 2015 onwards. Your Ministry colleagues will support you in this.

Many LCCs have developed an operating model that describes how they work and what their processes are for decision making, communication and accountability. If this doesn't already exist or was perhaps never completed, this **might** be a good time to round this off too – particularly if the LCC will be looking to plan their activities for one year at a time.

Although the new tenure for the LCC leadership resource doesn't commence until July 1st, 2015, having a process and a plan in place before then will ensure a seamless transition into the next funding period – so why not get started as soon as possible.