



AGENDA

Geraldine Community Board Meeting Wednesday, 17 November 2021

Date Wednesday, 17 November 2021

Time 6.30pm

Location Geraldine Library/Service Centre

File Reference 1461447

Timaru District Council

Notice is hereby given that a meeting of the Geraldine Community Board will be held in the Geraldine Library/Service Centre, on Wednesday 17 November 2021, at 6.30pm.

Geraldine Community Board Members

Wayne O'Donnell (Chairperson), Janene Adams (Deputy Chairperson), Jan Finlayson, Jennine Maguire, Cr Gavin Oliver, Natasha Rankin and McGregor Simpson

Local Authorities (Members' Interests) Act 1968

Community Board members are reminded that if you have a pecuniary interest in any item on the agenda, then you must declare this interest and refrain from discussing or voting on this item, and are advised to withdraw from the meeting table

Bede Carran
Chief Executive

Order Of Business

1	Apologies	5
2	Public Forum	5
3	Identification of Items of Urgent Business.....	5
4	Identification of Matters of a Minor Nature	5
5	Declaration of Conflicts of Interest	5
6	Chairperson’s Report.....	5
7	Confirmation of Minutes	6
	7.1 Minutes of the Geraldine Community Board Meeting held on 6 October 2021	6
8	Reports	15
	8.1 Request for Support for Waitui Drive Walkway.....	15
	8.2 Future for Local Government Review	24
	8.3 Thomas Hobson Trust Fund - Correspondence Received	95
	8.4 Thomas Hobson Trust Fund Accounts.....	100
9	Consideration of Urgent Business Items.....	102
10	Consideration of Minor Nature Matters.....	102
11	Public Forum Issues Requiring Consideration	102
12	Exclusion of the Public.....	103
13	Public Excluded Reports.....	104
	13.1 Thomas Hobson Trust Fund Applications.....	104
	13.2 Geraldine Strategic Plan - review preferred suppliers	104
14	Readmittance of the Public.....	105
15	Board Member’s Reports.....	105

- 1 Apologies**
- 2 Public Forum**
- 3 Identification of Items of Urgent Business**
- 4 Identification of Matters of a Minor Nature**
- 5 Declaration of Conflicts of Interest**
- 6 Chairperson's Report**

7 Confirmation of Minutes

7.1 Minutes of the Geraldine Community Board Meeting held on 6 October 2021

Author: Andrew Feary, Governance Advisor

Recommendation

That the Minutes of the Geraldine Community Board Meeting held on 6 October 2021 be confirmed as a true and correct record of that meeting and that the Chairperson's electronic signature be attached.

Attachments

- 1. Minutes of the Geraldine Community Board Meeting held on 6 October 2021**



MINUTES

Geraldine Community Board Meeting Wednesday, 6 October 2021

Ref: 1461447

**Minutes of Timaru District Council
Geraldine Community Board Meeting
Held in the Geraldine Library/Service Centre
on Wednesday, 6 October 2021 at 6.30pm**

Present: Wayne O'Donnell (Chairperson), Janene Adams (Deputy Chairperson), Jan Finlayson, Jennine Maguire, Cr Gavin Oliver, Natasha Rankin, McGregor Simpson

In Attendance: Andrew Feary (Governance Advisor), Uki Dele (Stormwater Specialist), Grant Hall (Drainage & Water Manager), Di Hay (Venture Timaru), Nigel Davenport (Venture Timaru), Davina Robinson (Property & Insurance Officer), Rosie Oliver (Development Officer)

1 Apologies

Resolution 2021/60

Moved: Jan Finlayson

Seconded: Janene Adams

That the apology received from Cr Allan Booth & Mayor Nigel Bowen be accepted.

Carried

2 Public Forum

Rhys Taylor, Kate Elsen and Sarah Johnson spoke to the Board of the activities of the Geraldine Academy of Performance & Arts and sought support from the Community Board in addressing potential concerns of their current venue. The hall utilised by the Geraldine Academy is owned by St. Mary's Anglican Church (The Church Property Trustees). The Church is facing an ever increasing financial burden of its building stock that the Academy is concerned the Church may wish to dispose of the building from their ownership. The Academy currently has a 1 year Permit to Occupy with the Church.

The Academy provides a venue for a wide variety of arts such as: Calligraphy, digital photography, children's choir, Morris Dancing, Salsa dancing, special needs singing, yoga, breakdancing, community choir, poetry and blackboard concerts; as well as hosting visiting artists and performers.

Ideally the Academy would like to stay in the building they currently occupy and hoped that there would be enough public support & funding for the building to be purchased. They are aware of the increasing cost of maintenance on the building but are unaware of any serious structural issues.

3 Identification of Items of Urgent Business

There were no items of Urgent Business

4 Identification of Matters of a Minor Nature

Janene Adams wished to update the Community Board on the free WiFi for the CBD.

5 Declaration of Conflicts of Interest

Mr Wayne O'Donnell declared a conflict of interest in relation to item 8.5, due to being the proposed appointee to the board of the Geraldine District Foundation.

6 Chairperson's Report

The Chair advised that since the last meeting on the 7th July 2021, the following meetings / events have been attended:

- Numerous meetings with TDC staff regarding Geraldine Traffic Plan Strategy, Geraldine Strategic Plan,
- Geraldine Vehicle Trust AGM.
- Geraldine Vintage Car & Machinery Club Inc AGM.
- Standing Committees.
- Council Meeting.
- Extraordinary Council Meeting.
- Several Geraldine District Foundation meetings.
- Rural Support Trust Meeting.
- Meeting with residents and MP for Waitaki in Peel Forest.
- Geraldine Historical Society.
- Geraldine Licensing Trust AGM
- River Trail meeting
- Waitui Drive walkway meeting
- Correspondence with TDC staff on roading & traffic issues in Peel Forest, Woodbury & Geraldine
- Correspondence with TDC staff & NPD (Nelson Petroleum Distributors Ltd) regarding old stone wall.

7 Confirmation of Minutes

7.1 Minutes of the Geraldine Community Board Meeting held on 7 July 2021

Committee Recommendation

Moved: Jan Finlayson

That the narrative of the Public Forum be condensed.

In Favour: Jan Finlayson

Against: Wayne O'Donnell, Janene Adams, Jennine Maguire, Gavin Oliver, Natasha Rankin and McGregor Simpson

Lost 1/6

Recommendation

Motion

Moved: Jan Finlayson

Seconded: Gavin Oliver

That That the Minutes of the Geraldine Community Board Meeting held on 7 July 2021 be confirmed as a true and correct record of that meeting and that the Chairperson's electronic signature be attached.

8 Reports

8.1 Talbot Forest Working Group Meeting Notes

The meeting notes (attached) from the Talbot Forest Working Group's June meeting have been made available to provide an update to the Geraldine Community Board on the group's activities.

The meetings are held every second month, the meeting notes are provided for the Board's information.

The Oliver Drylands Reserve had been flood damaged from the floods earlier this year but was limited mainly to the access road. It experienced loss of habitat & species but is recovering and is better now than what it was just after the floods.

Motion

Moved: Gavin Oliver

Seconded: Janene Adams

That the Board receives the meeting notes from the Talbot Forest Working Group..

8.2 Economic Report & Geraldine Tourism Product Development

Nigel Davenport from Venture Timaru spoke to the Community Board on the general economic wellbeing of the District.

Timaru District has fared better than 95% of the country with approximately 70% of our workforce still working through the lockdown. Nationally was about 40%. Supply chain disruptions are starting to have an impact where producers need to get their product off the farm and out to the market. A shortage of Refrigerated Shipping Containers (reefers) and the general global shipping issues have highlighted New Zealand's plight of being a very small market yet the demand for New Zealand products is very high. The South Canterbury region produces enough food to feed 40M people annually with several very large food producers such as Fonterra and DB Draught Brewery located in the Region. There is concern that if the bigger industry members cannot maintain their supply chain, it may force the producers to rethink their position in the Regions and viability. Such changes would have a flow on effect for a wide range of facets in the Region. The economic world is changing; where importers would import sufficient stock as required (Just in Time model), further stockpiling may be considered to counter the increasing cost of shipping.

Timaru District is very well placed as a receiving hub for imports due to the Districts central location and suitable road, rail and shipping network.

Coastal shipping had been identified as a concern that has been raised with central Government with an emphasis on spoke and hub shipping models; where goods are shipped from smaller ports such as Timaru to larger ports such as Tauranga, transferred to a larger international vessel for distribution to the international market.

The food producers spoken to are supportive of the Councils stance on the Three Water Reform, citing good quality water and infrastructure is critical for food production and a big influence on where food producers seek to establish their facilities.

Venture Timaru became the Regional Tourism Organisation and as such became responsible for the Geraldine Information Centre. The conditions under which the contract with the existing provider, signed in 2017 have changed and no longer fit in with the current coronavirus environment, therefore the contract will end at the end of 2021 with a new operator beginning January 2022. The Expressions of Interest is now open and a decision will be made by Venture Timaru early in November. There was general discussion on the issues that Board members had identified with the current arrangement; namely staffing knowledge, lack of hours & lack of afterhours options.

Di Hay from Venture Timaru spoke to the Community Board on the Tourism Support Reset & Recover fund to develop additional or support existing visitor ventures within the Geraldine area. A fund of \$45k has been allocated to the Geraldine area for the next 12-18 months for projects.

8.3 Update on Geraldine Stormwater Management Plan & Serpentine Creek Rehabilitation

The Stormwater Specialist and Drainage & Water Manager spoke to the Community Board to update the Board on the Stormwater Management Plan and the Serpentine Creek Rehabilitation Project

The Drainage & Water Unit are conducting 5 Stormwater Management Plans within the District, however Geraldine's Stormwater Management Plan is further along than the others as the Resource Consent has already been applied for. The Unit are continuing to seek community engagement and consultation with the public.

Baseline studies conducted on the Waihi River identified contaminants from heavy metals such as copper & zinc. The cumulative effect of the stormwater on the groundwater is such that water bores downstream may start having issues of contamination. Finding the source of contamination of ground water is challenging. The treatment of stormwater prior to entry into the ground include systems such as raingardens or sand filters to filter the contaminants prior to the water reaching the network or groundwater.

The Serpentine Creek in Geraldine was inherited by Timaru District Council and was found to have several challenges. As sections of the creek were on private land maintenance had been an issue and owners maintenance varied. Timaru District Council appointed CityCare to clear the creek of overgrowth and rehabilitate sections where issues had been identified. The clearing of the Serpentine Creek should help relieve the stormwater network, however issues such as South Terrace Road lay in another catchment which is not directly attributed to the Serpentine.

8.4 Geraldine Community Board Discussion - Geraldine Strategic Plan

Rosie Oliver spoke to the Board as to the next steps in establishing the Geraldine Strategic Plan with a workshop proposed in late October for the Board to discuss the Plan.

8.5 Appointment of Board Member to Geraldine District Foundation

The Geraldine District Foundation sought to reappoint Board member Wayne O'Donnell as a trustee to the Foundation for a further two years, citing the current project for the Geraldine Medical Centre requiring completion.

Recommendation

Motion

Moved: Janene Adams

Seconded: Gavin Oliver

That the Geraldine Community Board appoint Wayne O'Donnell as trustee to the Geraldine District Foundation for a further two years.

9 Consideration of Urgent Business Items

There were no items of Urgent Business

10 Consideration of Minor Nature Matters

Janene Adams gave an update on the free WiFi for Central Business Districts. Having made contact with the provider Vetta who were considering options for WiFi infrastructure dependant on the rollout of Ultra-Fast Broadband. The extent of the geographical area to be covered was to be followed up on as some businesses on the side streets felt they would miss out. The Board agreed the coverage should include the Geraldine Domain & Pavilion.

11 Public Forum Issues Requiring Consideration

It was agreed that Geraldine Academy should furnish a report to the Board as to its finances, future plans, their options and what they are seeking; to enable the Board to consider options and refer to an appropriate Committee. The views of the landlord should also be obtained to clarify their intent with the building.

12 Exclusion of the Public

Resolution 2021/62

Moved: Janene Adams

Seconded: Gavin Oliver

That the public be excluded from the following parts of the proceedings of this meeting on the grounds under section 48 of the Local Government Official Information and Meetings Act 1987 as follows:

General subject of each matter to be considered	Reason for passing this resolution in relation to each matter	Plain English Reason
13.1 - Covenant - 138 Talbot Street Geraldine	s7(2)(a) - The withholding of the information is necessary to protect the privacy of natural persons, including that of deceased natural persons s7(2)(b)(ii) - The withholding of the information is necessary to protect information where the making available of the information would be likely unreasonably to prejudice the commercial position of the person who supplied or who is the subject of the information	To protect a person's privacy Commercial sensitivity

Carried

13 Public Excluded Reports

13.1 Covenant - 138 Talbot Street Geraldine

14 Readmittance of the Public

Resolution 2021/63

Moved: Janene Adams

Seconded: Gavin Oliver

That the meeting moves out of Closed Meeting into Open Meeting.

Carried

15 Board Member's Reports

Jan Finlayson advised that since the last meeting on the 7th July 2021, the following meetings / events have been attended:

- Orari – Temuka – Opihi – Pareora Water Zone Committee
- Geraldine Community Arts Council
- Geraldine Nature & Sculpture Trail Group
- Extraordinary Council Meeting

- Donations & Loans Subcommittee

Janene Adams advised that since the last meeting on the 7th July 2021, the following meetings / events have been attended:

- Geraldine Strategic Plan
- Communications with TDC staff
- Geraldine Combined Sports
- Nature & Sculpture Trail Group
- Meeting with TDC staff
- Geraldine Festival

Jennine Maguire advised that since the last meeting on the 7th July 2021, the following meetings / events have been attended:

- Bike Geraldine
- Meeting with John Bray on Tennis Courts in Orari

McGregor Simpson advised that since the last meeting on the 7th July 2021, the following meetings / events have been attended:

- Various flooding response queries from the community
- Various roading issues queries from the community

The Meeting closed at 2138.

.....
Wayne O'Donnell
Chairperson

8 Reports

8.1 Request for Support for Waitui Drive Walkway

Author: Andrew Feary, Governance Advisor

Authoriser: Mark Low, Strategy and Corporate Planning Manager

Recommendation

That Community Board consider the request for funding for the Waitui Drive walkway as per the attached correspondence.

Purpose of Report

- 1 The purpose of the report is to formally request the support and assistance of the Geraldine Community board to undertake two restoration and protection projects along the Waitui Drive walkway.

Assessment of Significance

- 2 This matter is deemed to be of low significance under the Councils Significance and Engagement Policy.

Discussion

- 3 Thirteen years ago, following a number of unsuccessful previous attempts by other groups, Mr Sullivan created a permanent track in the Waihi River off Waitui Drive. With the help of a small group of volunteers, he has maintained the area ever since.
- 4 There are two projects that the group is undertaking at the moment.
- 5 The first is the restoration of the last section of wooden Flume that was part of Geraldine's original water supply. With advice from relevant bodies outside the group, a plan has been made (as attached) for this project that is both functional and affordable.
- 6 The second project is the reestablishment of the section of track lost in the recent flood.
- 7 The Timaru District Council Parks Unit is aware of the project and has supported the group in the past including recently supplying material for the project. The Parks Unit will continue to support the group.
- 8 Timaru District Council is currently in discussion with Land Information New Zealand (LINZ) in establishing a Memorandum of Understanding relating to the walkway.

Assistance sought

- 9 Following conversations John Sullivan has had recently with Councillor Oliver and Wayne O'Donnell, he would like to request financial support from the Geraldine Community Board to enable this project to go ahead. These projects offer wide community benefit.
- 10 Attached are quotes, to the value of \$953.35, which will cover the expected cost of these projects. However, there could also be some small incidentals for screws etc. required.

- 11 If the Community was able to provide the funding for the materials, the volunteer group would be pleased to provide the labour to complete the projects to a high standard ensuring the Flume is protected and the area is once again suitable to be used.

Attachments

1. **Letter from John Sullivan**
2. **Waitui Drive Remediation plan & Quotes**

4th November 2021

Wayne O'Donnell
Chairman
Geraldine Community Board
C/o Geraldine Library Service Centre

Dear Wayne,

REQUEST FOR SUPPORT FOR IMPORTANT COMMUNITY PROJECT

Further to conversations I have had recently with Councillor Oliver and yourself, I would like to formally request the support and assistance of the Geraldine Community board to undertake two restoration and protection projects along the Waitui Drive walkway.

Background:

Thirteen years ago, following a number of unsuccessful previous attempts by other groups, I created a permanent track in the Waihi River off Waitui Drive. With the help of a small group of volunteers, we have maintained the area ever since.

With Gary Foster's (Timaru District Council) assistance in supplying spray and gravel, a very popular and well used walking/cycling track has developed.

Unfortunately, the support of TDC ended with Gary's retirement. To ensure the area continues to be maintained, it's important that the relationship we had with the TDC is renewed. To that end I have already had some conversations with representatives of the Geraldine Nature and Sculpture Trail project, which includes TDC representation.

Projects:

There are two projects that our group is undertaking at the moment.

The first is the restoration of the last section of wooden Flume that was part of Geraldine's original water supply. With advice from relevant bodies outside our group, a plan has been made (as attached) for this project that is both functional and affordable.

The second project is the reestablishment of the section of track lost in the recent flood.

Our group is a small collection of individuals who are passionate about the area and practically minded. Our interest is in doing the work to maintain and enhance the area. While a phone call will bring labour and equipment to undertake a project, we are not an official group with a name, constitution or formal designation.

We also receive no funding or financial support at all. In the past we have relied on the support and generosity of the TDC, and others, to achieve our aims however these projects are beyond this.

We believe that the trail is of benefit to Geraldine and encourages people to enjoy all that our beautiful town has to offer, while encouraging physical exercise and personal well-being.

The wood Flume restoration project, in particular, is the preservation of a part of Geraldine's history and important to the community on that basis.

Assistance:

As these projects offer wide community benefit, I would like to request financial support from the Geraldine Community Board to enable this project to go ahead.

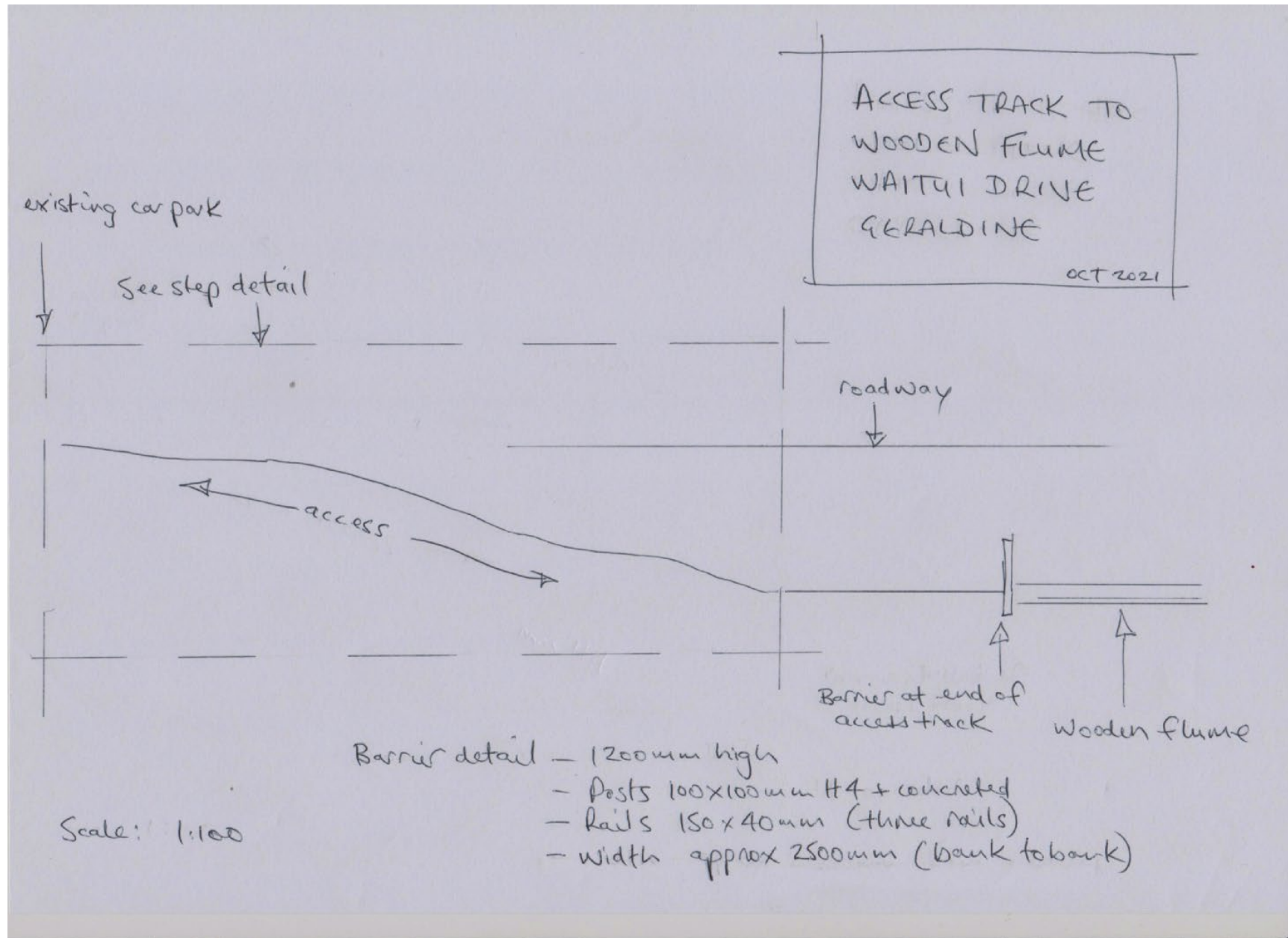
Attached are quotes, to the value of \$953.35, which I think will cover the expected cost of these projects. However, there could also be some small incidentals for screws etc. required.

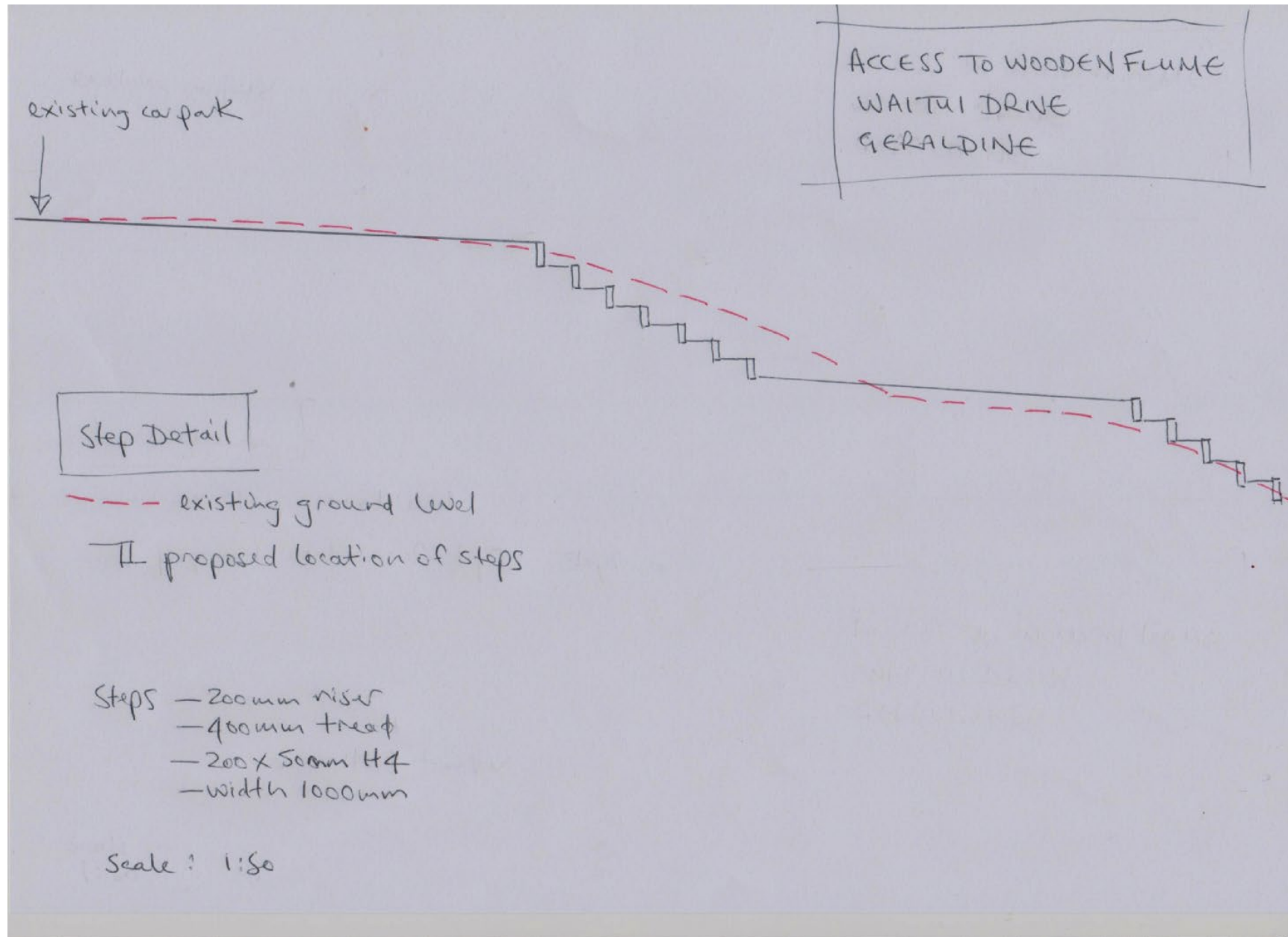
If the Community was able to provide the funding for the materials, my volunteer group would be pleased to provide the labour to complete the projects to a high standard ensuring the Flume is protected and the area is once again suitable to be used.

Thank you for your consideration of this matter and please feel free to contact me with any questions.

Yours sincerely

John Sullivan





Flume restoration.

Graeme Mould - Natural Log Homes <graeme@naturalloghomes.co.nz>
To: John Sullivan <johnglennys@gmail.com>

Wed, Oct 6, 2021 at 8:27 AM

Hi John,

The product is called CD50 and yes you can get it from me its about \$450 for 20 liters

Regards Graeme

Graeme Mould

Owner, Manager Natural Log homes

You will need a 10Ton load @ \$18 per ton plus GST, delivered onsite

Regards

Tracey Moffitt

Office Manager



Hobbs & Banks Ltd | 244 Racecourse Road, RD22, Geraldine 7992 | Phone: 03 693 83 52 | office@hbl.nz

Transport of flume

1 message

Andrew Jamieson <jamiesontransport@gmail.com>
To: "johnglennys@gmail.com" <johnglennys@gmail.com>

Thu, Oct 7, 2021 at 7:07 PM

Hi John

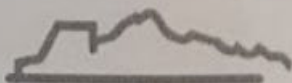
To transport the flume from its current location on Waitui terrace to suitable location in Geraldine

\$100+gst


This includes Hiab to lift and transport

Thanks

--



Andrew Jamieson
Owner/Operator



168 Talbot Street, Geraldine 7930. t: 03 693 9397

Geraldine Building Centre (TM) Ltd
 168 Talbot Street
 GERALDINE 7930
 Phone 03 693 9397
 Quoted by: Jason Leary
 jason.leary@geraldineitm.co.nz

Quote
 Q20093
Date: 11-Oct-2021

Cash Sale October 2021

Deliver To:
 Waihi River Walkway Group
 C/o John Sullivan
 johngiennys@gmail.com

Customer
 CASH
Order Number

Quote Valid To
 30/10/2021
GST
 80-007-205
Page 1

Bar Code	Code	Description	Quantity	Measure	Price	Amount
	200x50HRS	200x50 H4 WET 2F-RAME RS	12.00	LM	7.83	93.91
	100X100H42.7	100x100 H4 WET RS 2.7m	2.00	LENGTH	19.13	38.26
	TMH410050	100x50 H4 WET MICROH RS	12.00	LM	7.68	92.14
	150X40HRS	150x40 H4 WET 2F-RAME RS	7.50	Unit	5.22	39.13
9416561006902	NCP1002	Nail Galv Flat 100mm 2KG	1.00	box	25.22	25.22
	HC25	Handcrete 25KG	2.00	BAG	13.95	27.90

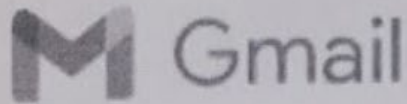
Terms: 20th Month Following

Direct Credit Bank Account
 BNZ 02 0840 0052989 00

Conditions of Contract
 Ownership of goods retained by Geraldine Building Centre (TM) Ltd until paid in full. Any claims must be made within 30 days of dispatch. Maximum liability is replacement of faulty goods. Notification of any damage must be made in writing within seven(7) actual days of delivery. All returns may incur a restocking fee. Special Buy in products can not be returned. Overdue accounts will incur an interest charge. Twenty four hours is allowed for damage discovered while unloading.

Sub Total \$312.35
GST \$46.85
Total \$359.20

Page 1 / 1



Walking track

1 message

Project 2

Denys Thompson <denys@allinone.net.nz>
To: johnglennys@gmail.com

Hi John

To form a walking track along side the river

\$460+Gst

Thanks for your time

Denys Thompson

All In One Excavation Ltd

M: 027 6862237

A: PO Box 21, Geraldine 7956

8.2 Future for Local Government Review

Author: Fabia Fox, Policy Analyst

Authoriser: Erik Barnes, Acting Group Manager Commercial and Strategy

Recommendation

That the Community Board notes the Future of Local Government Review and provides any feedback on Board and/or community involvement.

Purpose of Report

- 1 The purpose of this report is to introduce and provide the Community Board with an overview of the Future of Local Government Review, and the Review Panel's Interim Report – *Ārewa ake te Kaupapa*, Raising the Platform.

Assessment of Significance

- 2 The review is of high significance to the community, and this report introduces the process to the Board and community generally. Apart from the specific engagement opportunities being provided by the panel conducting the review, the Council will look to consult with the community and stakeholders for their views to provide to the panel. A formal consultation opportunity is being provided as part of the Review Process from October 2022, following publishing of the Draft Report.

Background

- 3 On 23 June 2021 the Minister of Local Government initiated the Future for Local Government Review. It is an independent, two-year ministerial review.
- 4 The Review panel comprises: Jim Palmer (chair), Penny Hulse, Gael Surgenor, Antoine Coffin, and Brendan Boyle.
- 5 The overall purpose of the Review is to identify how New Zealand's system of local democracy and governance needs to evolve over the next 30 years to improve the wellbeing of New Zealand communities and the environment, and actively embody the Treaty of Waitangi Partnership. The Terms of Reference are attached (Attachment 1). The review website is <https://www.futureforlocalgovernment.govt.nz>.
- 6 The Minister is seeking recommendations from the Review that look to achieve:
 - i. A resilient and sustainable local government system that is fit for purpose and has the flexibility and incentives to adapt to the future needs of local community;
 - ii. Public trust/confidence in local authorities and the local regulatory system that leads to strong leadership;
 - iii. Effective partnerships between mana whenua, and central and local government in order to better provide for the social, economic, cultural and economic wellbeings of communities; and

- iv. A local government system that actively embodies the Treaty partnership, through the role and representation of iwi/Maori in local government, and seeks to uphold the Treaty of Waitangi and its principles through its functions and processes.
- 7 The scope includes, but is not limited to, a future looking view of the following:
 - i. Roles, functions and partnerships;
 - ii. Representation and governance; and
 - iii. Funding and financing
 - 8 The Review is also directed to recognise Aotearoa's increasing diversity, and give consideration to the relationship between strengthening social inclusion and improving the wellbeing of our communities.
 - 9 The Review process is as follows:
 - 10 **2021 – Early Soundings** - This first stage has involved initial scoping and early engagement with some (mainly local government) organisations to help the Review Panel take a future-focused look at the local governance system and identify priority questions and lines of inquiry.
 - 11 The Mayor attended a workshop with the Panel during this period. The Canterbury Mayoral Forum hosted two facilitated workshops; one to look at how local government can proactively support the wellbeing of local communities, and the other to discuss how to contribute to, and influence the Review.
 - 12 **30 September 2021 – Interim Report** – This report reflects the result of the early soundings work, and signals the broad lines of inquiry for the next stage of the Review.
 - 13 **2022 – Broader Engagement** – The next stage of the Review will involve broader public engagement about the future of local governance and democracy in New Zealand alongside research and policy development. Between March and April 2022 the Panel plans to meet individually with all councils across New Zealand.
 - 14 **30 September 2022 – Draft Report** – After completing that work, the Panel will report to the Minister of Local Government with draft findings and recommendations. The report will be publically released shortly after.
 - 15 **2023 – Formal Consultation** – This stage of the Review will involve formal consultation about the draft recommendations. Council will prepare a submission on the draft report.
 - 16 **April 2023 – Final Report** – The Panel will consider all feedback received on the draft recommendations and other matters, before delivering the final report to the Minister.
 - 17 Having received the final report, the Government will consider the recommendations, but has not pre-committed to the implementation of these recommendations.

Interim Report

- 18 The Interim Report (Attachment 2) sets out the context for change, identifying the current and future challenges to local wellbeing and local government, and details the broad direction and priority questions for the review. This report is designed to support the broader engagement planned for 2022.
- 19 The Interim Report identifies the current and future challenges to local wellbeing as:

- i. Climate change – impacts (including financial costs) of climate change, mitigation and adaptation, and cost of impacts on local communities.
 - ii. Environmental degradation – significant environmental challenges to indigenous species and habitats, particularly water ways.
 - iii. Economic performance – declining relative incomes and average incomes across New Zealand.
 - iv. Poverty and inequity – wellbeing and prosperity are not shared equitably among New Zealand communities.
 - v. Housing – Rates of home ownership at their lowest level since 1950s, housing insecurity and overcrowding are growing issues.
 - vi. Health – Significant inequities in health outcomes.
 - vii. Mental wellbeing – Experience of poor mental health is becoming significantly more common among young New Zealanders.
 - viii. Natural Hazards and other shocks – including earthquakes, floods, wildfires, and risks associated with volcanic eruptions, as well as the local impacts of pandemics and economic shocks.
 - ix. Impacts of demographic change – including the aging pakeha population and increases in more youthful Asian, Maori and Pacific populations.
 - x. Impacts of science and technology – including greater use of renewable energy, changes in vehicle use, communications, work and business structures.
- 20 The Panel identified that for local government to continue to deliver social, economic, environmental and cultural wellbeing now and for future generations, new approaches to governance, policy-making and service delivery will be needed.
- 21 The Panel recognises that since the 1989 reorganisation, and since the Local Government Act 2002 was enacted, local government and the environment within which it operates has greatly changed. Councils have greater responsibilities. They must meet higher regulatory and community standards, and more complex engagement, decision-making and accountability requirements.
- 22 The main pressures on local government are identified as:
- i. The local-central government relationship – this reflects a culture of mistrust between central and local government
 - ii. Varying capacity and capability – some local authorities (in particular those serving smaller populations) lack the capacity and capability to carry out all the required functions effectively, and can struggle to attract and retain the necessary staff.
 - iii. Financial pressures – challenges faced by councils to manage growing demand while maintain rates at levels that are politically acceptable to their communities. The combination of cost pressures and community perceptions have meant that necessary infrastructure upgrades have not always been carried out, and that towns and cities have not developed new infrastructure to accommodate growth.
 - iv. The ‘unfunded mandate’ – in which central government imposes obligations or transfers responsibilities to local authorities without a means to fund those activities.

- v. Overlapping and conflicting responsibilities – for some functions local authorities are autonomous and directly accountable to their communities; for others they have no discretion and are accountable to central government. Many of the Acts of Parliament that councils have responsibilities under have very different objectives and process, and many impose distinct and highly prescriptive consultation requirements.
 - vi. Representation and engagement – participation in local elections has declined in the last 20 years to just over 40%. Elected councils are not fully representative of their communities and do not always possess the range of experience to provide effective government. Further, very few people take part in formal consultation processes, and those who do are skewed towards older people with property interests. Current arrangements do not deliver on the full potential of the Treaty partnership and Maori remain under-represented.
 - vii. Impacts of climate change on local authorities – the Climate Change Commission has warned that cost pressures are likely to grow as councils respond to climate change (e.g. demand on stormwater networks, sea level rise threatening roads, water, and wastewater networks). In the Commission’s view local authorities will need central government funding and a collaborative relationship to manage this transition.
- 23 The Panel also recognises that at a local government level, the Treaty of Waitangi relationship still falls short of meeting Maori aspirations and expectations. Current statutory requirements and institutional arrangements do not provide for adequate Maori representation or input into decision-making, or for sufficient protection of Maori rights, interests, and wellbeing.

Priority Questions

- 24 To support engagement with local government, communities and organisations on the challenges and opportunities identified above, the Panel has identified five ‘Priority Questions’:
- 1. How should the system of local governance be reshaped so it can adapt to future challenges and enable communities to thrive?
 - 2. What are the future functions, roles and essential features of New Zealand’s system of local government?
 - 3. How might a system of local governance embody authentic partnership under Te Tiriti o Waitangi, creating conditions for shared prosperity and wellbeing?
 - 4. What needs to change so local government and its leaders can best reflect and respond to the communities they serve?
 - 5. What should change in local governance funding and financing to ensure viability and sustainability, fairness and equity, and maximum wellbeing?
- 25 An online survey is available for anyone wishing to submit feedback on these questions – [Future of Local Government Review Survey](https://www.futureforlocalgovernment.govt.nz/get-involved/).¹

Early Opportunities

- 26 Following their initial engagement, the Panel has identified opportunities for immediate steps that can benefit the local governance system including:

¹ <https://www.futureforlocalgovernment.govt.nz/get-involved/>

- i. Resource Management reforms – potential for significant benefits from spatial planning approaches that bring central government, local government, and iwi together and support collaborative action. The Panel also cautions that any new structures that emerge from the RMA reforms should be transitional so as not to predetermine or impede the recommendations of the Future of Local Government Review.
- ii. Health Reforms – these reforms have a significant local component which provides an early opportunity for greater local government involvement, in order to provide for strong community voice and participation. One option the Panel suggests is to establish a joint central-local government steering committee which could have input into the design of public health services and locality networks.
- iii. Supporting digital capability and capacity – information and communications technology (ICT) across local government have developed with little or no regard to interoperability or sharing of applications or platforms. This has created a barrier to collaboration and shared services. The Panel recommends an initial stocktake of systems, and for local government to work with the Government Chief Digital Officer to identify common opportunities and possible co-investment in ICT.
- iv. Supporting new and collaborative approaches to local wellbeing – The Panel see potential to stimulate locally-led collaboration and innovation to address issues such as housing deprivation and sustainable employment. They recommend the use of a portion of the planned three waters transition funding for this purpose.
- v. Iwi capability and capacity building – developing a national framework for capacity building, and mapping out what engagement would be required for iwi to exercise rangatiratanga in their relationships with local government and options to enable and appropriately resource this.
- vi. Maori wards – further training is needed to lift the cultural competence and knowledge of elected members and staff, to support a culturally safe, respectful and effective working environment for newly elected members of Maori wards in Councils where these have been established.
- vii. Local government impact statements – when developing regulatory impact statements for new legislation, central and local government should jointly develop ‘local government impact statements’ that assess the impacts of government decisions on local authorities.

Council engagement with Review

- 27 Over the coming months, Council officers will develop a work programme to ensure Council, and the wider community are able to effectively participate in the Review, and help articulate what successful reform would look like for the Timaru District.
- 28 This work programme will likely include workshops with Community Boards, mana whenua, community groups, the business sector and government agencies. These workshops will support elected members to provide feedback to the Review Panel when they visit Council in March/April 2022 to ensure it is informed by the concerns and aspirations of the wider community.
- 29 Officers welcome any feedback from the Community Board on how to involve local communities in the review and this work.

Attachments

- 1. Terms of Reference Future for Local Government**
- 2. Arewa ake te Kaupapa Future for Local Government Interim Report 2021**

Terms of Reference: Ministerial review into the Future for Local Government

Background

The traditional roles and functions of local government are in the process of changing. The work programmes the Government is advancing to overhaul the three waters sector and the resource management system are foremost among a suite of reform programmes that have the potential to reshape our system of local government.

These reform programmes also carry the potential to further compromise the sustainability of some local authorities' current financial arrangements. The Productivity Commission's report on local government funding and financing, issued in late 2019, highlighted the general fiscal challenges being faced by councils, which have subsequently been exacerbated by COVID-19. In addition, local government will have a crucial role in reducing greenhouse gas emissions and adapting to climate change for decades to come with significant financial implications.

A comprehensive review of local government roles and functions is supported by the local government sector, led by Local Government New Zealand and Taituarā – Local Government Professionals Aotearoa,¹ and central government agencies. The review will enable the building of a sustainable system that delivers enhanced wellbeing outcomes for communities.

It is also timely to consider the current role and functions of local government, given the technological and societal change that has occurred since the Local Government Act 2002 was enacted.

There are longstanding calls for reform from Māori and recommendations from the Waitangi Tribunal to ensure the Treaty relationship is fully provided for through the local government system. Consideration of the future for local government will provide an opportunity for central government to consider how to strengthen the Māori-Crown relationship and actively embody the Treaty partnership.

This is an opportunity to strengthen the important relationship central government has with local government. This relationship is critical as the major reform programmes progress, particularly given the local government sector's expectation for a 'parallel conversation' about the impacts of the reform. The sector is seeking certainty of the longer-term direction for local government.

¹ Taituarā – Local Government Professionals Aotearoa was formerly known as the Society of Local Government Managers (SOLGM).

The Government acknowledges local government's critical role in placemaking and achieving positive wellbeing outcomes for our communities. Stronger local democratic participation, active citizenship and inclusion will support local government in this role. There is an opportunity to strengthen the role of local participation in governance and continue to foster the strength of our open, transparent, and connected democracy.

Purpose and scope

The Minister of Local Government (the Minister) is establishing a Ministerial review into the Future for Local Government (the Review). The Review is to consider, report and make recommendations on this matter to the Minister.

The overall purpose of the Review is, as a result of the cumulative changes being progressed as part of the Government's reform agenda, to identify how our system of local democracy and governance needs to evolve over the next 30 years, to improve the wellbeing of New Zealand communities and the environment, and actively embody the Treaty partnership.

The Minister is seeking recommendations from the Review that look to achieve:

- a resilient and sustainable local government system that is fit for purpose and has the flexibility and incentives to adapt to the future needs of local communities;
- public trust/confidence in local authorities and the local regulatory system that leads to strong leadership;
- effective partnerships between mana whenua, and central and local government in order to better provide for the social, environmental, cultural, and economic wellbeing of communities; and
- a local government system that actively embodies the Treaty partnership, through the role and representation of iwi/Māori in local government, and seeks to uphold the Treaty of Waitangi (Te Tiriti o Waitangi) and its principles through its functions and processes.

The scope of this matter comprises what local government does, how it does it, and how it pays for it. The scope should include, but not be limited to, a future looking view of the following:

- roles, functions and partnerships;
- representation and governance; and
- funding and financing.

The role and representation of iwi/Māori in the local government system should be across all aspects of the Review's consideration of this matter.

The Review should also recognise Aotearoa's increasing diversity, and give consideration to the relationship between strengthening social inclusion and improving the wellbeing of our communities.

The Review should appropriately consider reports relevant to the future for local government, including, but not limited to:

- relevant reports and findings of the Waitangi Tribunal;
- the Productivity Commission's report on local government funding and financing;
- the Justice Committee's recommendations in its Inquiry into the 2016 Local Elections,² the interim report for the 2019 Local Elections and any subsequent Justice Committee reports on local elections; and
- the Climate Change Commission's advice to Government.³

The Review should also be guided by the objectives of the Public Service Act 2020, in terms of building a unified, agile and collaborative public service, grounded in a commitment of service to the community.

The Review should not make any inquiries into any Government policy decisions, including but not limited to those related to programmes of reform. The impact of reform programmes on local government, such as those related to the three waters sector and resource management system, are within the scope of the Review.

Review Establishment

This Review is established by the Minister, with the agreement of the Prime Minister.

Appointments to the Review panel will proceed through the Cabinet appointments process and fees will be set in accordance with the State Sector Fees Framework. Should a panel member need to be replaced over the life of the Review, the Minister will follow the Cabinet appointments process to appoint new panel members. Local Government New Zealand and Taituarā - Local Government Professionals Aotearoa will be consulted during the appointments process.

Jim Palmer is the Chair of the Review. The other panel members are John Ombler QSO, Antoine Coffin, Gael Surgenor and Penny Hulse.

The Review may commence consideration of this matter from 3 May 2021.

Principles and methods of work

The Review will discharge its functions in accordance with the provisions and principles of these terms of reference. The Review has the power to determine its own procedure, unless otherwise guided by terms of reference.

Consideration of this matter should be characterised by a spirit of partnership between the Review, local government, and iwi/ Māori, while upholding the independence of the Review.

² The Inquiry into the 2016 Local Elections was merged with the Inquiry into the 2017 General Election with [the report](#) making recommendations for both.

³ The Climate Change Commission is consulting the public until 28 March 2021 on a draft of its first package of advice to Government on the actions it must take to reach net-zero by 2050, and ensure a transition to a low-emissions, climate resilient and thriving Aotearoa.

The Review will operate according to principles that include (but are not limited to):

- a) working in partnership with iwi and Māori in good faith and in accordance with the principles of Treaty of Waitangi (Cabinet Office Circular CO(19)5, Te Tiriti o Waitangi/Treaty of Waitangi Guidance);
- b) engaging with local authorities, Local Government New Zealand, Taituarā - Local Government Professionals Aotearoa, other local government stakeholders, central government agencies and the public;
- c) ensuring timely production of documents, ensuring that information received is recorded appropriately and ensuring efficiency, transparency and accountability in its use of public funds;
- d) acting in an independent, impartial and fair way.

The Review will have two areas of focus

The Review's initial focus will be on how local government will be a key contributor to the wellbeing and prosperity of New Zealand and an essential connection to communities in the governance of New Zealand in the future.

This will enable scoping of the broader work to follow, including identifying the process and priority questions that will be of most benefit to furthering the outcomes outlined in these terms of reference.

The Review will then focus on answering the priority questions identified during its initial scoping work.

The Government will welcome the work of the Review but will not be pre-committed to the implementation of its findings. The Government will respond to the findings of the Review in due course.

Engagement

The panel members conducting the Review should meet with the Minister at least twice a year to provide status updates on its consideration of this matter. The Chair of the Review should meet with the Minister on a more regular basis, to be mutually agreed by both parties. These meetings will provide an opportunity to share early insight on the direction and findings of the Review.

In undertaking its consideration of this matter, the Review should undertake an engagement process, which must include iwi/Māori, other stakeholders impacted by changes in local government (e.g. rural communities), the public (including diverse communities), and local and central government representatives at a minimum. The Review must identify options for a collaborative approach with the sector, and advise the Minister in due course if any reference group/s will be required.

The engagement process should be robust throughout the duration of the Review to the extent that the work of the Review can be enduring beyond the current parliamentary term.

Engagement with iwi/Māori should be in accordance with the Office for Māori Crown Relations: Te Arawhiti guidelines on engagement.

Page 4 of 5

Findings and recommendations

The Review will report to the Minister on this matter.

Key Dates

- 30 September 2021: an interim report presented to the Minister signalling the probable direction of the review and key next steps;
- 30 September 2022: Draft report and recommendations to be issued for public consultation;
- 30 April 2023: Review presents final report to the Minister and Local Government New Zealand.

Operational Matters

The Review will be supported by a secretariat and the Department of Internal Affairs will provide administrative support in a way consistent to that of inquiries conducted under the Inquiries Act 2013. The Review must undertake regular financial, non-financial and resource planning and reporting consistent with public sector standards and timeframes.

Operational matters will be managed through a memorandum of understanding between the Department of Internal Affairs and the Review.



Te Arotake i te Anamata
mō Ngā Kaunihera
Review into the Future for
Local Government

Interim report
September 2021

Ārewa ake te Kaupapa

Raising the platform



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Ārewa ake te Kaupapa

02

The Future for Local Government Review provides an opportunity to rethink local governance for the future.

It is an opportunity to look beyond fixed structures and roles, to design a system of local governance that is built on relationships; is agile, flexible and sustainable enough to meet future challenges, even those that are large and unpredictable; has the right mix of scale and community voice; harnesses the collective strength of government, iwi, business, communities and others; maximises common benefit and wellbeing; and creates the conditions in which communities can thrive into future generations.

Over the next 30 years, New Zealand will change a great deal.

The country will have a larger, more diverse population. Technology will change the way people live, work, move around, do business, and relate to each other. Climate change will require us to adapt and reshape our economy and lives. The Treaty of Waitangi partnership will move into a new phase with increasing focus on enduring, mutually beneficial relationships.

Much else is likely to change in ways that cannot yet be predicted.

All of these trends have implications for New Zealanders' quality of life, for the places and communities we live in, and for the ways in which those places and communities are governed.

Change can create challenge, and also opportunity. It invites us to ask: how might things be done better, in order to build trust in local democracy and improve New Zealanders' wellbeing and prosperity?

About this report

The title draws inspiration from Pacific traditions about the importance of communal gathering places, in particular marae ātea (ceremonial spaces) and ahurewa (ritual spaces) where important activities and discussions are undertaken.

‘Ārewa ake te Kaupapa’ can be literally translated as ‘raising the platform’.

‘Kaupapa’ is often used in Aotearoa to reflect a platform for, or topic of, discussion, though it also has associations with the body of a korowai (feather cloak). The raising of the kaupapa can reflect the purpose of the mahi (work).

In these ways, the title alludes both to the place-making and community building functions of local government, and to the place of this report as a foundation for future discussion.

The Future for Local Government Review is an independent Ministerial review established in April 2021 to consider how New Zealand's system of local democracy and governance will need to evolve over the next 30 years, in order to improve the wellbeing of New Zealanders, and actively embody the Treaty partnership.

This interim report sets out the broad direction and priority questions for the review, in order to support engagement about the future of local governance and democracy. This work will lead to a further report with draft recommendations in 2022.

Contents

Introduction	05
Priority issues	09
Local government at a glance	12
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The context for change	15
The wellbeing dimension	17
Challenges to local government	25
Te Tiriti o Waitangi in a local context	33
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Where to from here?	39
Rethinking local governance	41
Priority questions	46
Early opportunities	53
Our approach to engagement	58

Introduction

The Future for Local Government Review was established in April 2021 by the Minister of Local Government. Its overall purpose is to consider how New Zealand's system of local democracy and governance will need to evolve over the next 30 years in order to improve the wellbeing of New Zealanders, and actively embody the Treaty partnership.

This report is the beginning of a conversation about how that might occur. Over the next 12 months there will be many opportunities for public input about what creates wellbeing for communities, and how local governance might operate to support wellbeing.

Why review local governance?

The system of local governance and democracy is under review for several reasons.

Local government responsibilities and demands have increased greatly since the 1989 reorganisation and the Local Government Act 2002, resulting in significant funding and capability challenges. Over the next 30 years those pressures will increase further as local authorities respond to complex issues such as the local impacts of climate change.

Planned resource management and three waters reforms also call into question the broader functions and roles of local government, while other reforms in health and education have implications for local governance and wellbeing.

The relationship between local government and Māori is being re-examined, as the country moves towards a new phase in the Treaty of Waitangi relationship.

Although most New Zealanders enjoy good quality of life, existing governance structures – including local and central government – are not delivering wellbeing for all. Many issues that are felt at a local level, such as poverty and inequity, and environmental degradation, can be expected to worsen if not addressed in a coordinated manner.

This review provides an opportunity to address all of these issues and ensure that the system of local governance is fit for the future. More broadly, it is an opportunity to consider how local democracy and governance might change in order to maximise wellbeing and prosperity for all communities.

Local government and local governance

Our terms of reference ask us to consider the future of local governance in New Zealand.

Local *government*, in the context of this review, refers to the local authority structures established by statute.

Local *governance* refers more broadly to the system by which communities are governed – in essence,

who makes decisions, how they are made, and who the decision-makers are accountable to.

In any place or community, local governance can involve many decision-makers including central government, local authorities, iwi, hapū and Māori organisations, business and community organisations, and others.

What are we reviewing?

This review is taking a broad look at New Zealand's system of local democracy and governance.

In that context, we are considering the functions, roles, and structures of local government; relationships between local government, central government, iwi, Māori, businesses, communities, and other organisations that contribute to local wellbeing; how the local governance system might authentically embody the Treaty partnership; whether current funding arrangements are sustainable, equitable, and maximise wellbeing; and what might need to change so that local government and its leaders most effectively reflect and respond to the communities they serve.

In accordance with our terms of reference, we are not reviewing the Government's planned resource management or three waters reforms, but we will consider the implications of those and other policy decisions for the local government sector.

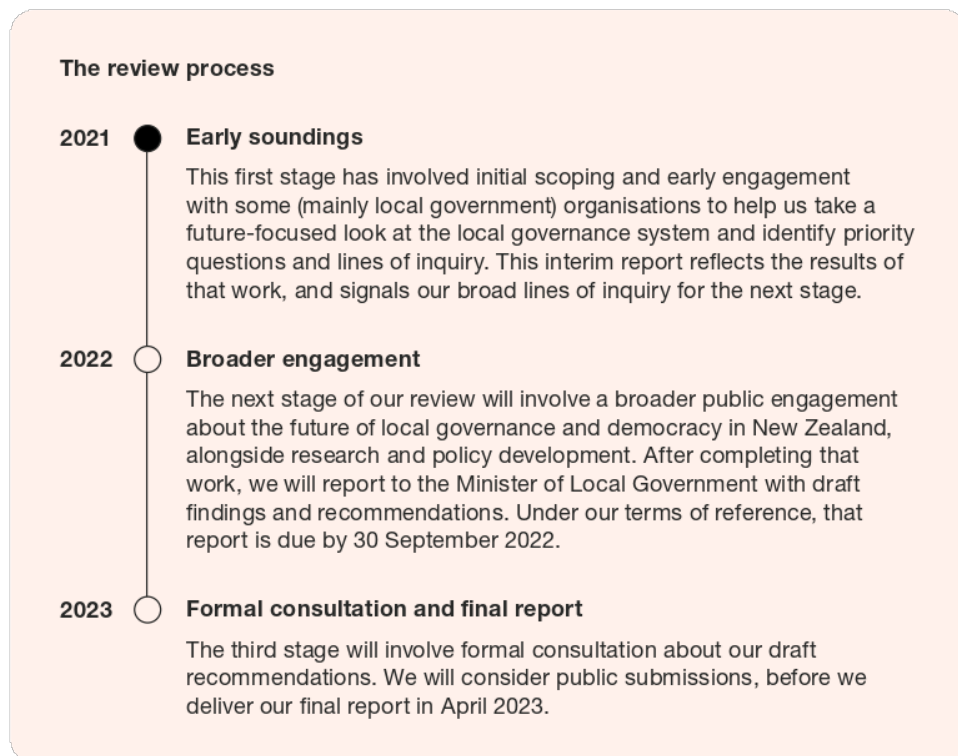
Similarly, we will consider the implications of recent public sector reforms, Climate Change Commission advice, Productivity Commission recommendations, Waitangi Tribunal recommendations, and reports on local government elections and financing.

A three-stage review

The Future for Local Government Review is an independent, two-year Ministerial review.

The review panel comprises: Jim Palmer (chair), Penny Hulse, Gael Surgenor, Antoine Coffin, and Brendan Boyle. John Ombler served as a panel member from April to July 2021.

The review process is taking place in three stages, and will involve engagement with local and central government, iwi, the business sector, community organisations, young people, and the wider public. The three stages are as follows.



Why does this review matter?

Effective local governance is essential to New Zealanders' lives and wellbeing. Local authorities play a critical role in the country's system of democracy, providing for people's voices to be heard in the leadership of their communities and the delivery of local services and assets.

Local authorities also help create the environments we live in. Their activities determine the extent to which communities' basic needs such as clean air and water are met. They influence the places and homes we live in, the strength and cohesion of our communities, how we move from place to place, our health and safety, how prosperous we are, how we spend our time, the health of our democracy, the strength of Te Tiriti relationships, and our sense of shared identity.

The big issues facing New Zealand are all experienced at a local level. Inequity, climate change, employment and economic participation, housing, racism and discrimination, environmental harm, and challenges with physical and mental health and many other issues play out at local and sub-national levels, and solutions require local action.

Ineffective local governance can create or exacerbate challenges. Effective local governance can create the conditions in which communities prosper and thrive.

“Local government is one of the most important institutions our species has created for expanding human wellbeing.”
Professor Paul Dalziel¹

1

Future for Local Government Canterbury Mayoral Forum Workshop: May 2021

Priority issues

This review is an opportunity to rethink local governance, to find new approaches that can meet the challenges of the future and create conditions in which communities will prosper and thrive.

Successive reviews into aspects of local governance have found that some local authorities face significant financial and capability challenges; relationships and partnerships are not as strong as they could be; and the system as a whole is not set up to deliver the best outcomes for local communities.

Over the next 30 years these challenges are likely to grow and become more complex. The local governance system of the future will need to prepare for and respond to climate change, emerging technology, changing demographics and community expectations, earthquakes, floods, pandemics, social and economic inequities, and more.

This review is an invitation to look beyond existing structures

It is an opportunity to create a system in which the many organisations that contribute to local wellbeing can work together to more effectively address challenges and deliver shared goals and aspirations, now and into future generations.

It is an opportunity to consider how roles and responsibilities can best align with inherent strengths and capabilities, and to build a system that is agile and flexible, reflects local voices, embodies partnership under Te Tiriti o Waitangi, and delivers better lives for all of this country's diverse communities.

Planned reforms to resource management and three waters provide some indication of a possible future for local governance. But those reforms address only some of the issues facing communities, and provide only one possible direction for reform.

What we have heard so far

During this initial phase of the review we have met with representatives of local and central government, some iwi, business groups, central government representatives, experts in relevant disciplines, and others. These initial soundings have helped us to shape our priority issues and broad lines of inquiry. During this initial phase of engagement several themes have emerged.

With respect to the current system, we heard:

- ▶ The current system of local government is under pressure – some local authorities face significant funding and capacity issues, and all face onerous compliance requirements.
- ▶ The relationship between local and central government is characterised by misunderstanding and mistrust. It needs work to build trust, so both can maximise their contributions to local wellbeing.
- ▶ Current arrangements place too many consultation and engagement demands on iwi and Māori without improving Māori wellbeing.
- ▶ Current arrangements do not ensure that diverse communities are adequately represented or involved in decision-making. As a result, local authority decisions do not effectively represent all community interests.
- ▶ Current approaches to local governance are not fully meeting business sector needs, or effectively fostering innovation at a local level.

With respect to future systems of local governance, we heard:

- ▶ New and better systems of local governance are needed, in order to address challenges in the current system and maximise wellbeing.
- ▶ Any reforms should build on existing and inherent strengths, including local knowledge and the place-making role of local authorities.
- ▶ Local voice and community leadership will continue to be important, even if some functions are delivered at a larger scale.
- ▶ One size does not fit all – any new local authority structures should be tailored to meet the needs of diverse communities and circumstances.
- ▶ The system of local governance should foster innovation at a local level by businesses, community organisations and other partners.
- ▶ In a reshaped system of local governance, iwi and local authorities can be stronger partners – by working together at local and iwi rohe levels they can boost shared prosperity and wellbeing.
- ▶ New approaches to funding and financing mechanisms will be needed to ensure local authorities are viable and sustainable, and to improve equity.
- ▶ Changes to representation and electoral arrangements should be considered in order to strengthen local democracy, decision-making, and leadership.

Priority questions

In designing the most effective system of local governance for New Zealand's future, several key questions will need to be considered:

- 1** How should the system of local governance be reshaped so it can adapt to future challenges and enable communities to thrive?
- 2** What are the future functions, roles and essential features of New Zealand's system of local government?
- 3** How might a system of local governance embody authentic partnership under Te Tiriti o Waitangi, creating conditions for shared prosperity and wellbeing?
- 4** What needs to change so local government and its leaders can best reflect and respond to the communities they serve?
- 5** What should change in local governance funding and financing to ensure viability and sustainability, fairness and equity, and maximum wellbeing?

In coming months, we will engage with communities and organisations around the country about these questions as we consider how the future system of local governance might most effectively create conditions that maximise wellbeing and prosperity.

Local government at a glance

New Zealand has 78 local authorities who are responsible for democratic local decision-making and community wellbeing.

These local authorities vary widely in territory, population and capacity – from large urban authorities, such as Auckland Council, to district councils serving small town or rural populations.

11

Regional Councils

Regional councils are primarily focused on the physical and natural environments within their boundaries. They have power to make by-laws over regional forests, parks, reserves, recreation grounds, and water supply, and have statutory responsibilities for environmental regulation, resource management planning, land and maritime transport, regional biosecurity, and other environmental activities. Regional councils can take on other functions, but only with the agreement of the territorial authorities in their region.

61

Territorial Local Authorities (not including unitary authorities)

Territorial local authorities include district and city councils which have broad functions relating to local wellbeing. They own and manage local infrastructure such as roads, drinking water, wastewater, and stormwater networks, local parks, libraries, and sport and community facilities. Typically, they also undertake economic and community development functions, run community events and programmes, and support community organisations.

They have significant regulatory functions relating to land use, building, food safety, liquor control, and other matters, and they have power to make by-laws over matters of public health and safety, public nuisance, and offensive behaviour.

In some cases, investments and infrastructure assets are managed through council-controlled organisations. Such structures seek to create separation between the political bodies and entities dedicated to furthering their shareholders' objectives and investment returns.

6 Unitary Authorities (including Auckland Council)

New Zealand's six unitary authorities are responsible for both regional council and territorial authority functions. The unitary authorities are Auckland, Gisborne, Marlborough, Nelson, Tasman, and Chatham Islands.

Auckland Council is Australasia's largest local authority, with a population exceeding 1.7 million (about one third of New Zealand's population).

Auckland has 21 local boards, several of which serve populations that exceed 100,000. The Independent Māori Statutory Board assists the Auckland Council by promoting issues of significance to mana whenua and mataawaka, and monitoring the Council's compliance with statutory provisions referring to the Treaty of Waitangi.²

110 Community Boards

Many of New Zealand's territorial authorities have community boards which represent the interests of particular communities and advocate on their behalf. They have been established for a range of reasons, and vary in size, functions, delegations, and geographical coverage.

\$11.8 billion Annual Operating Spending (June 2020 Year)

The local government sector is large. Total expenditure represents about 4.8% of New Zealand's GDP, and total rates income represents about 2.6% of GDP.³

The sector has more than 1600 elected members and 25,000 full-time equivalent staff. Many others, such as iwi, contractors, volunteers, businesses and community organisations also contribute to local government activity.

² Auckland Council Act 2009, section 81

³ Statistics New Zealand (2021), Local Authority Statistics March 2021; Statistics NZ (2020), Gross Domestic Product June 2020



Local authorities range greatly in size, land area, financial capacity, and by many other measures – from Auckland, serving a population of 1.7 million, with an annual operating budget of \$4.4 billion, to the Chatham Islands, serving a population of 760, with an annual operating budget of \$8 million.⁴

⁴ Operational expenditure: Auckland Council Annual Report 2019/20; Chatham Islands Council Annual Report 2019/20.

The context for change



New Zealand's current local government structures deliver significant value to their communities, but they are under pressure.

Even though wellbeing is a statutory purpose of local government, local authorities do not possess all of the levers they need to maximise wellbeing in their communities. They operate in a framework that does not encourage collaboration or innovation, or authentically embody Te Tiriti o Waitangi. Some local authorities are facing significant financial and capacity challenges.

Local authorities are striving to create communities that are thriving and prosperous, to protect the delicate balance of natural ecosystems, to build towns and cities that people love, to support social cohesion, to reflect identity and create belonging, to provide leadership and coordination, and to effectively manage community assets and services. If they are to fulfil these roles with maximum effect, now and into the future, change will be needed.

The wellbeing dimension

The future wellbeing of New Zealand communities depends at least in part on effective local governance. Under the Local Government Act 2002, one of the purposes of local government is to promote social, economic, environmental and cultural wellbeing in local communities.

This review is being conducted to determine how local authorities might need to evolve in order to deliver on that purpose over the next 30 years.

Under current local governance arrangements, local authorities make significant contributions to local wellbeing, but neither they nor central government on their own can address the most significant wellbeing issues facing local communities, or to address all of the challenges that might emerge in the future.

A more collaborative approach will be necessary in future to meet these challenges and create conditions in which communities can thrive over the next three decades.

Current local government contributions to wellbeing

Local authorities contribute to wellbeing in their communities in many ways, most visibly by creating and sustaining the environments in which people live, work, do business, and connect with each other.

The vast bulk of local government spending is focused on infrastructure, the environment, and facilities and services – including roading and transport services, drinking water and wastewater, waste management, planning and urban development, natural and ecological enhancement, and provision of parks, gardens, sports fields, and facilities such as libraries, and community and recreation centres.⁵

These facilities and services play critical roles in local wellbeing. They provide for basic needs; keep people healthy and safe; allow people to move around and connect with each other; enable work and business activity; support family, neighbourhood and community connections; and create environments in which people can exercise and relax. An attractive, well-functioning physical and natural environment can lift mood, reflect identity, create a sense of belonging, and attract skills, tourism and commerce.

⁵ Productivity Commission (2019), Local Government Funding and Financing, pp 32-33, 43-44

Some local authorities also support wellbeing in other ways – for example, through economic development and tourism promotion, housing and homelessness programmes, and community building activities or partnerships.

While local government creates an environment and conditions, much of what contributes to local wellbeing depends on the actions of others – including central government, businesses and industries, iwi and Māori organisations, non-government organisations, and communities.

To address challenges and create thriving communities, aligned and coordinated action will be needed.

What do we mean by 'wellbeing'?

Although the Local Government Act provides that local authorities are responsible for social, economic, cultural and environmental wellbeing, none of these terms is defined.

There are many perspectives on what 'wellbeing' means, and many frameworks for understanding and measuring wellbeing. When we use the term, we intend it to be understood broadly, to include everything that makes a good life, not only for individuals, but also for their whānau and families, their neighbourhoods and communities, and for future generations.

This includes, among other things, living in a clean and healthy environment, having basic needs met, being physically safe and secure, experiencing connection with others and a sense of belonging, being able to participate and contribute, being

able to express yourself and your identity, experiencing yourself as valued and valuable, and having opportunities to prosper and live to your full potential.

In many cultures, these dimensions are understood in collective or communal terms, or through the lens of ancestral connections with the human, natural and spiritual worlds. For some, wellbeing will depend on ability to nurture and care for those connections – for example (in Te Ao Māori) by exercising kaitiakitanga, manaakitanga, and rangatiratanga.

All elements of wellbeing are interconnected – influencing one will have impacts on others, and influencing the wellbeing of one person will have impacts on their relatives and those they are connected to.

Current challenges to local wellbeing

By global standards New Zealand is an affluent nation with high wellbeing. Even after the impacts of Covid-19, many New Zealanders continue to live comfortable and relatively prosperous lives.

In global surveys, New Zealand and its cities consistently rank among the highest in the world for happiness and overall quality of life.⁶ And in surveys of New Zealand cities, the vast majority of residents see their city or local area as a great place to live, and have positive views of their overall quality of life and their family/whānau wellbeing.⁷

But that broad picture masks some major challenges and inequities in the economic, social, cultural, and environmental wellbeing of New Zealanders and New Zealand communities. Some examples follow, all of which involve wellbeing challenges that are felt at a local level and can be influenced at least to some degree by local governance.

⁶ New Zealand ranked 14th in the world in the 2020 United Nations' Human Development Index, and 9th in the 2021 World Happiness Report. In Mercer's annual Quality of Living Survey, Auckland and Wellington consistently rank among the world's most liveable cities.

⁷ Quality of Life in New Zealand's Largest Cities Survey 2020

Climate change

Impacts of climate change are already being felt in many New Zealand communities – through rising average temperatures, increasing frequency of severe storms and flooding in some parts of the country, and increasing incidence of droughts and wildfires in other places. These impacts reduce economic output and impose significant costs on local communities.

Environmental degradation

New Zealand faces significant environmental challenges. Many indigenous species are threatened, indigenous habitats are declining, and pollution of the environment is growing. Many of the country's lakes and rivers are polluted due to runoff from urban areas, farms, and forestry.⁸

Economic performance

New Zealand was once among the world's most prosperous nations. But since the 1960s, relative incomes have been declining, and average incomes are now below the OECD average. This is despite relatively high levels of employment and education.⁹

Poverty and Inequity

Wellbeing and prosperity are not shared equitably among New Zealand communities. Just over 129,000 children live in households that experience material hardship, which means they cannot afford basic needs.¹⁰ Māori are, on average, more likely to experience social and economic deprivation, as are people from New Zealand's Pacific communities.¹¹ There are also significant inequities across age, gender, family type, and region.¹²

Housing

New Zealand house prices have been rising steadily since the early 1990s. While property owners have grown wealthier, others have been shut out of home ownership while facing housing insecurity and steadily growing rental costs. Overcrowding is an increasing issue, and nearly 1% of New Zealanders are homeless or otherwise severely housing deprived.¹³ Rates of home ownership are now at their lowest level since the 1950s.¹⁴

8 Ministry for the Environment (2020), *Our Freshwater 2020*

9 OECD Better Life Index (2021): New Zealand

10 Statistics New Zealand (2021), *Child Poverty Statistics: Year ended 30 June 2020*

11 Statistics New Zealand (2021), *Child Poverty Statistics: Year ended 30 June 2020*; Te Puni Kōkiri (2019), *An Indigenous Approach to the Living Standards Framework*, pp 4, 33-36

12 New Zealand Treasury (2020), *Living standards Framework Dashboard: Multidimensional Wellbeing*

13 Statistics New Zealand (2021): *Housing in Aotearoa: 2020*, pp 12, 101-103

14 Ibid

Health

Most New Zealanders regard their health as relatively good, and life expectancy is above the OECD average.¹⁵ But 30% of adults are obese, and many New Zealanders face health challenges such as heart disease, diabetes, and cancer.¹⁶ There are significant inequalities in health outcomes (including longevity), and some people cannot afford basic health care.¹⁷

Mental Wellbeing

Many New Zealanders have experience of mental distress, ranging from everyday stresses and anxieties to acute episodes of depression and other severe mental wellbeing challenges. Experience of poor mental health is becoming significantly more common among young New Zealanders.¹⁸ Social connections, exercise, new experiences, and opportunities to give can all be significant factors in supporting mental wellbeing.¹⁹

Some of these issues have local causes, and all have local impacts on environmental, cultural, social and economic wellbeing. There is considerable variance from place to place, particularly for material deprivation.

New Zealand's local authorities have statutory responsibility for promoting wellbeing, but they don't control all of the policy and other settings necessary to address these issues. For example, with respect to housing, local authorities' planning and infrastructure decisions can influence supply of land but they have limited influence on demand factors such as population growth, changes in household composition, and incentives to invest in housing.²⁰

Similarly, local authorities can create environments that are attractive to skilled staff, businesses and investors, and tourism, but they cannot control the broader market and regulatory forces that determine national economic performance and prosperity. The environments created by local authorities can also support healthy lifestyles, social connections, and mental wellbeing, but local authorities have little involvement in other aspects of public or community health.

Effective responses to these issues will require coordinated or at least aligned action at national, sub-national, regional, and local or community levels, involving central and local government, and also iwi, the business community, community organisations, and others. Though there are exceptions, current responses to these issues do not typically take this 'ecosystem' approach, but rather focus on single issue responses at national or local level.

15 OECD Better Life Index (2021): New Zealand

16 Ministry of Health (2021), New Zealand Health Survey 2019/20

17 Ministry of Health (2019), Wai 2575 Māori Health Trends Report; Ministry of Health (2021), New Zealand Health Survey 2019/20

18 Government Inquiry into Mental Health and Addiction (2018), He Ara Oranga: Report of the Government Inquiry into Mental Health and Addiction; Richelle Menzies and others (2020), Youth Mental Health in Aotearoa New Zealand: Greater Urgency Required

19 Government Inquiry into Mental Health and Addiction (2018), He Ara Oranga: Report of the Government Inquiry into Mental Health and Addiction; Mental Health Foundation (2021), Five ways to mental wellbeing

20 Productivity Commission (2012), Housing Affordability Inquiry; Tax Working Group (2018), Future of Tax: Interim Report; Welfare Expert Advisory Group (2019), Whakamana Tangata: Restoring Dignity to Social Security in New Zealand

Future trends and local wellbeing

Over the 30-year timeframe of this review, some future trends can be discerned, though long-term impacts on local wellbeing are not necessarily predictable.

Impacts of climate change mitigation and adaptation

Existing forecasts tell us that the impacts of climate change are likely to become more severe, with increased risk and severity of floods, droughts, wildfires and extreme weather events. On those forecasts, coastal inundation will create risks to tens of thousands of homes and buildings, as well as to roads, airports and rail networks. The economic, social, and cultural costs of adaptation are likely to be high.²¹

New Zealand communities also face a major economic and social transition as we implement mitigation measures and adapt to a low carbon future. The Climate Change Commission has laid out a pathway which includes (among other things) reducing emissions from transport, energy, building, agriculture and waste; strengthening market incentives; and enabling emissions reductions through changes to urban form and infrastructure.

The Commission has noted that there are potential long-term economic benefits from innovation, and nearer term health and environmental benefits from insulating homes, shifting transport modes and reducing air pollution. But the transition will also impose costs, particularly to people working in high emissions industries, and people living in places that are directly affected by climate change. People who experience material deprivation have less capacity to cope with environmental risks such as climate change and natural hazards.²²

But these forecasts do not factor in all potential impacts of or responses to climate change. Impacts could worsen or lessen depending on many factors including political and economic decisions at a global scale. Under more severe global scenarios, food and water scarcity could drive mass population movement with unpredictable but significant implications for countries like New Zealand.

Natural hazards and other shocks

Many parts of New Zealand are susceptible to hazards including earthquakes, floods, wildfires, and risks associated with volcanic eruption. These events can have severe and ongoing impacts including loss of life, impacts on property and livelihood, and ongoing stress. While the timing of such events is not necessarily predictable, the risks are known and can be prepared for.

Likewise, recent experiences have shown the risks and impacts on local wellbeing of pandemics and economic shocks arising from global events.

21 Ministry for the Environment (2018), Climate Change Projections for New Zealand, p 13

22 Massey University Environmental Health Intelligence New Zealand (2021), Socioeconomic deprivation profile

Impacts of demographic change

New Zealand's population is projected to grow to about 6.2 million by 2048, and to become increasingly diverse. Growth is projected across most regions, but is forecast to be highest in Auckland and Waikato – regions that already face significant pressures on infrastructure, housing, and their environments. Some regions with relatively high levels of socio-economic deprivation are forecast to grow, including parts of South Auckland.²³ Conversely, in some regions there is a possibility of population loss.²⁴

New Zealand's population is forecast to age significantly, particularly for New Zealanders of European descent. This has potential implications for housing and the built environment, health and disability services, economic performance, financing of national and local services, and overall wellbeing.²⁵

New Zealand's population is already very diverse with many cultures, languages, and countries of origin. In the next 30 years that diversity will increase. For example, by 2043, people from New Zealand's Asian communities are forecast to make up 26% of the population, Māori 21%, and Pacific communities 11%.²⁶ As the century progresses these more youthful populations will provide increasing shares of New Zealand's labour force and tax revenue. Supporting these communities to thrive therefore has major implications for New Zealand's long-term wellbeing. Conversely, without appropriate support, existing disparities might worsen.²⁷

160+

Number of ethnic or cultural identities among New Zealand people.

Statistics NZ Ethnic group summaries

Impacts of science and technology

Changes in science and technology will likely have significant impacts on future wellbeing – including where, how, and whether we work; how we travel; how energy is generated and used; how we communicate and connect with others; how we entertain ourselves; how we learn and earn; how people shop and do business; how we maintain health; how we feed ourselves; and much more.²⁸

²³ Statistics New Zealand (2020), National population projections 2020(base)-2073; New Zealand Deprivation Index

²⁴ Statistics New Zealand (2020), National population projections 2020(base)-2073

²⁵ Treasury (2019), The economic and fiscal impacts of our ageing population; Natalie Jackson (2019), The implications of our ageing population;

²⁶ Statistics New Zealand (2021), Population projected to become more ethnically diverse; Statistics New Zealand (2021), Subnational population projects 2018(base)-2048

²⁷ Te Puni Kōkiri (2019), An Indigenous Approach to the Living Standards Framework, p 4

²⁸ For discussions about technological change and how it might impact people's lives, see New Zealand Productivity

While some future trends are difficult to foresee, others are clearly discernible. There will very likely be much greater use of renewable energy, with potentially significant implications for energy networks. The vehicles of the future are not only likely to be fuelled from renewable sources but also self-driving, with implications for future design and delivery of transport networks.²⁹

The long-term trend is towards even greater digital connectivity and rapid advances in computing power – including further advancements in augmented and virtual reality, artificial intelligence, the internet of things, and brain-computer interface. These changes are likely to have significant impacts on many areas of life, including how we work, do business, shop, access services, and engage with one another.³⁰

What are the implications for local governance?

In order to maximise social, economic, environmental and cultural wellbeing now and into future generations, new approaches to local governance will be needed. Conventional approaches and techniques for policy-making are not responsive enough for an increasingly fast paced, complex environment where societal values are rapidly evolving and new challenges regularly arise.

Under the current system, local authorities hold few of the levers that drive wellbeing and prosperity in their communities. Many of those levers are held by central government, the business sector, iwi, or others. Future responses will require new approaches that bring together the many organisations that contribute to local wellbeing, to align and coordinate their responses to wellbeing issues.

Other reviews have already drawn this conclusion, in respect of particular issues. The Climate Change Commission placed particular emphasis on the need for partnerships between local and central government, iwi and Māori, the business community, communities and others, in order to manage the transition to a low carbon future and adapt to climate change impacts.³¹

Recent social policy reviews have emphasised the importance of coordination at a community level in responding to issues such as child poverty, health, mental health, welfare dependency, and crime. Consistently, these reviews have pointed out that social issues are interconnected, and have argued that responses should be led by communities.³²

The Productivity Commission has also referred to the need for a closer relationship between central and local government, involving agreed principles for the relationship and a 'genuine co-design approach'

Commission. (2020). Technological change and the future of work: Final report; OECD. (2019). OECD employment outlook 2019: The future of work; McGuinness Institute (2021). Mission Aotearoa: Mapping our future, Discussion Paper 2021/01

29 Ministry of Transport (2018). Public Transport 2045: A working paper on urban transport in the shared mobility era
30 McKinsey & Company (2021). The top trends in tech (www.mckinsey.com)

31 Climate Change Commission (2020), Ināia Tonu Nei, p 225

32 Welfare Expert Advisory Group (2019), Whakamana Tangata: Restoring Dignity to Social Security in New Zealand; Government Inquiry into Mental Health and Addiction (2018), He Ara Oranga: Report of the Government Inquiry into Mental Health and Addiction; Department of Prime Minister and Cabinet (2019), National Engagement on New Zealand's First Child Youth Wellbeing Strategy; Te Uepū Hāpai i te Ora Safe and Effective Justice Advisory Group (2020); Turuki! Turuki: Transforming our criminal justice system

when central government is developing regulations that local authorities will have to implement.³³

Recent public sector reforms have aimed at breaking down siloes and creating a unified public service which responds to social, economic, environmental and cultural challenges in an integrated way. As yet, those reforms have not taken account of the full potential of local government in developing co-ordinated responses to community wellbeing, though they are aiming to build a stronger central government presence and relationships at regional levels.³⁴

“Central government needs to work closely with local government to deliver low emission outcomes.”
Climate Change Commission³⁵

The need for agile, sustainable, and anticipatory approaches

Some of the issues that will influence future wellbeing in New Zealand communities can be foreseen and planned for. The Climate Change Commission has emphasised the importance of coordinated planning for the transition to a low carbon economy, and for adaptation measures including managed retreat from coastal areas.³⁶ Transition planning is also possible for future urban growth or decline, to take account of matters such as future housing and infrastructure needs, and workforce and skills requirements. It is important to prepare for earthquakes, floods, pandemics, eruptions, and economic shocks, even though it is not possible to know when and where they might strike, or how severe they might be.

As well as planning and preparing for foreseeable trends and events, a future system of local governance will need the agility and capacity to respond to what cannot be foreseen, drawing on the capabilities of local authorities, central government, and others as needed, and adapting as new challenges and issues arise. While major reforms are sometimes needed, a more agile and adaptive approach is preferable in an increasingly complex and fast-paced world. A future system of local governance will also need capacity to gather and effectively analyse wellbeing data at national and community levels, and to anticipate and share knowledge about future trends. The Living Standards Framework and He Ara Waiora provide ways of understanding and measuring wellbeing, as do other frameworks such as Te Whare Tapa Whā, Pacific Fonua and Fonofale models, and United Nations Sustainable Development Goals. The OECD's anticipatory innovation governance model also provides one possible approach to understanding and responding to new trends as they are emerging.³⁷

³³ Productivity Commission (2021), *Insights into Local Government*, p 29

³⁴ Te Kawa Mataaho Public Sector Commission (2020), *Public Service Reforms*

³⁵ Climate Change Commission (2020), *Ināia Tonu Nei*, p 226

³⁶ Climate Change Commission (2020), *Ināia Tonu Nei*, p 226, 230-231

³⁷ OECD (2021), *Anticipatory Innovation Governance: What it is, how it works, and why we need it more than ever before*

Challenges to local government

The current system of local government is under pressure. Even without planned reforms, the local government sector was facing significant pressures, which were raising questions about structures, roles, funding, and relationships.

Since the 1989 reorganisation, and since the Local Government Act 2002 was enacted, local government and the environment within which it operates has changed greatly. Local authorities have greater responsibilities. They must meet higher regulatory and community standards, and more complex engagement, decision-making and accountability requirements. They must respond to rapid evolution of technology. And they are also required to deal with increasingly complex social, cultural, economic, and environmental issues.

Some local authorities are experiencing significant funding and financing pressures. Many face capacity constraints, and many see their relationship with central government as strained or virtually non-existent at a national level. These pressures constrain local and central government in their ability to support thriving communities.

The main pressures on local government

The local-central government relationship

One of the most common themes in our early engagement has been that the local-central relationship needs work. This partly reflects statutory, structural and financing issues, which are discussed below, but it also reflects a culture of mistrust between central and local government.

At governance, management and staffing levels there is little cross-pollination between central and local government, and much mutual misunderstanding about respective roles.

The Productivity Commission has reported that central government “needs to substantially increase its understanding of the local government sector”, and that central government fails to acknowledge local authorities’ independence, frequently treating them as agents of central government who can be expected to unquestioningly implement national policies.³⁸

Existing structures can contribute to the lack of mutual understanding. It is difficult for central government to effectively engage with 78 local authorities, and equally difficult for those authorities to engage with and respond to the 30 or more government agencies.

Varying capacity and capability

Local authorities vary a great deal in size and scale, from Auckland Council with an annual budget exceeding \$4.4 billion to small rural councils with a few dozen staff and budgets in the low millions.³⁹

Even for smaller local authorities, responsibilities include management of large infrastructure, financial management, governance, land use planning, environmental impact assessment, economic modelling, and engagement with diverse communities.

To carry out their roles, local authorities require not only financial capacity, but also the ability to attract and retain the necessary skills and competencies among elected members and staff. One common theme of recent reviews is that some local authorities (in particular those serving smaller populations) lack the capacity and capability to carry out all of these functions effectively, and can struggle to attract and retain the necessary staff.⁴⁰ We heard similar concerns in some of our early engagement. On occasions local authorities have attempted to address these issues by proposing amalgamation with neighbouring authorities, but these proposals have not won community support.

Financial pressures

Local authorities are under constant pressure to manage growing demand while maintaining rates at levels that are politically acceptable to their communities.⁴¹

Local authorities face varying demands. Some have rapidly growing populations or demand from tourism, while others are responsible for large geographic areas and have small and shrinking populations. Cost pressures also arise from community demands, age and quality of existing infrastructure, and threats from earthquakes and other hazards. Local authorities' ability to manage these pressures can be hampered by regular headlines about rates increases and negative perceptions about their financial management.⁴² This fails to reflect a reality that council spending has increased broadly in line with household incomes and has continued to mainly focus on services that are seen as the traditional domain of local government, such as transport, drinking water and wastewater, planning, and local facilities.⁴³

³⁹ Auckland Council Annual Report 2019/20; Chatham Islands Council Annual Report 2019/20.

⁴⁰ Resource Management Review Panel (2020), *New Directions for Resource Management in New Zealand*; *Review of the Three Waters Infrastructure Services (2017), Initial key findings*

⁴¹ Productivity Commission (2019), *Local Government Funding and Financing*; *Review of the Three Waters Infrastructure Services (2017), Initial key findings*

⁴² Local Government New Zealand (2015), *A Survey of New Zealanders' Perceptions of Local Government*

⁴³ Productivity Commission (2019), *Local Government Funding and Financing*, pp 32-33, 42-43

The combination of cost pressures and community perceptions has meant that necessary infrastructure upgrades have not always been carried out, and that towns and cities have not developed new infrastructure to accommodate growth.⁴⁴ Delays in funding infrastructure can limit business activity, contribute to growth in house prices, and have other negative impacts.

The ‘unfunded mandate’

One source of cost pressures is the so-called ‘unfunded mandate’, in which central government imposes obligations or transfers responsibilities to local authorities without means to fund those activities.⁴⁵

This includes costs arising from new health or environmental standards, such as those requiring drinking water treatment or stormwater and wastewater network upgrades, or earthquake strengthening of buildings. It also includes pressures that arise when central government delegates regulatory enforcement responsibilities to local authorities without providing means for them to recover their costs.

Overlapping and conflicting responsibilities

Local authorities have responsibilities under numerous Acts of Parliament, all with differing objectives and processes. Alongside a general (but undefined) responsibility for social, economic, environmental and culture wellbeing, they are charged with managing land use planning, food safety, building, and much else.

Many of these Acts impose distinct consultation and engagement requirements, including the highly prescriptive requirements in the Local Government Act. Altogether, in the view of the Productivity Commission, the sector operates under “a complex web of legislation which is poorly integrated, hard to administer, and not delivering the intended outcomes”.⁴⁶

This statutory complexity is reflected in on-the-ground relationships. In order to advance wellbeing in their communities, local authorities deal with many government agencies, each with their own structures and objectives. Many agencies have regional structures which do not align with regional or local authority boundaries, or iwi rohe.

For some of their functions local authorities are autonomous and directly accountable to their communities; for others they have little or no discretion and are accountable to central government. More broadly, the Local Government Act provides for powers of Ministerial intervention in local government under some circumstances.

Some see this ‘dual accountability’ system as raising questions about local government autonomy, and about the constitutional relationship between local and central government.⁴⁷

44 Productivity Commission (2019), Local Government Funding and Financing, pp 41-42

45 Productivity Commission (2019), Local Government Funding and Financing, pp 6-7, 201; Local Government NZ (2020), Local Government Funding and Financing, pp 4-5; David Shand (2019), Local Government Role and Autonomy: some additional perspectives (The Policy Observatory, Auckland University of Technology), p 8

46 Productivity Commission (2019), Local Government Insights, p 13

47 For example, Local Government NZ (2017), LGNZ’s plan for a prosperous and vibrant New Zealand, p 34. Mike Reid (2018), Saving local democracy: an agenda for the new government, Auckland University of Technology, p 17

“Local government is not an ‘agent of central government’, and central government should stop approaching things in this way.”

Productivity Commission⁴⁸

Representation and engagement

Most New Zealanders neither vote in local elections nor take part in local authority decision-making. Participation in local elections has declined in the last two decades to just over 40%.⁴⁹ Elected councils are not fully representative of their communities, and do not always possess the range of experience needed to provide effective governance. Despite some improvements in recent elections, Māori remain under-represented.⁵⁰

Very few people take part in formal consultation processes, and those who do are skewed towards older people with property interests.⁵¹ In some areas, iwi and Māori have raised concerns about lack of involvement in decisions that affect their rights of tino rangatiratanga and kaitiakitanga. Current arrangements do not deliver on the full potential of the Treaty partnership.

Overall levels of public satisfaction are low: in one 2019 survey of five major cities, only 30% said they were confident in council decision-making, and only 31% believed the public had influence on council decisions.⁵²

While some local authorities go to considerable lengths to engage with their communities, the overall evidence is that local decision-making is not as democratic as it could be, that some sectors of the community cannot make their voices heard, and that decisions may not be as representative or effective as they could be.

Impacts of climate change on local authorities

Several emerging trends are likely to increase pressures on local authorities, and, in particular, to challenge their financial sustainability.

The Climate Change Commission has warned that cost pressures are likely to grow as local authorities respond to climate change. Demand on stormwater networks will increase, and rising sea levels will threaten buildings and infrastructure (such as roads and water networks) in low lying coastal areas. In its view, local authorities will need central government funding to manage this transition.⁵³

48 Productivity Commission (2019), Local Government Insights, p 29

49 Department of Internal Affairs, Local Authority Election Statistics 2019; Local Government New Zealand, Final voter turnout 2019; Jack Vowles (2021), Local Government's Māori Representation Gap

50 Vowles (2021), Local Government's Māori Representation Gap

51 Productivity Commission (2019), Local Government Funding and Financing, pp 93, 113, 118

52 Quality of Life Survey 2020

53 Climate Change Commission (2021), Ināia Tonu Nei, pp 230-231; Productivity Commission (2019), Local Government Funding and Financing, pp p 227

The Commission has also emphasised the importance of central and local government pursuing the same climate objectives – which requires a closer and more effective working relationship, statutory alignment, clarity around roles, and central government supporting local authorities and building capacity where needed.

Information and Communications Technology

The local government sector is also likely to face major challenges in managing future information technology requirements. Local authorities are complex organisations which manage multiple databases and information systems, and engage with their communities online in numerous ways.

In coming years there will be considerable demand on the sector to align systems, digitise records, manage increasingly complex cybersecurity issues, and develop systems that provide customers and residents the best and most seamless online services. This can be expected to impose significant costs and demands on local authorities, including those which already face staffing and capacity constraints.

Local government reforms since 1989

Since a major reorganisation in 1989, the local government sector has been through several further reforms which have included changes of purpose and introduction of numerous new consultation and financial requirements.

- 1989 ○ **Number of local authorities and special purpose boards reduced from 800+ to 87**
- 1992 ○ **Regional council responsibilities focused on environment and transport**
- 2002 ○ **Local Government Act introduces power of general competence, and local government charged with promoting social, environmental, economic and cultural wellbeing**
- 2010 ○ **Auckland Council and local boards established**
- 2012 ○ **Statutory purpose of local government amended to narrow the focus of local government activity**
- 2019 ○ **Statutory purpose of local government broadened to cover the four wellbeings.**

What are the implications of proposed reforms?

The government has a significant reform agenda across several policy areas, including resource management, three waters, health, education and other sectors, all of which have significant local implications.

The resource management and three waters reforms have particular impacts on local government. The reviews that preceded the resource management and three waters reforms highlighted significant challenges facing the local government sector, including issues with capacity, capability, and misalignment.

The Resource Management Review Panel found that the current system is too complex, involving too many agencies which serve different constituencies and have conflicting responsibilities. It found that the current system fails to adequately provide for Māori interests or values, and does not provide incentives for good decision-making. It also found that some local authorities lack the capacity and capability to manage complex planning and compliance roles.⁵⁴

Similarly, a 2017 review of three waters found that many local authorities were struggling to meet regulatory responsibilities, with the result that 20% of New Zealand's drinking water supplies did not meet required standards. Some local authorities also lacked the capability and financial capacity to maintain and upgrade large water infrastructure assets, and made trade-offs between affordability, resilience, and public safety.⁵⁵

The question of scale

Both reviews sought to address these issues by transferring responsibilities from local authorities to sub-national bodies. The three waters reforms, if implemented as planned, will transfer management of water assets to multi-region bodies. A new layer of national regulatory oversight has already been established.

The resource management reforms propose to transfer planning and regulatory responsibilities to regional levels. The Resource Management Act Review Panel expressed a clear preference for local government "rationalisation along regional lines", which, in its view, would bring improved efficiency, economies from pooling of resources, and better coordination.⁵⁶

These reforms, if implemented as planned, will have significant implications for all local authorities, and could threaten the financial sustainability of some.

While these reforms propose to transfer functions to sub-national bodies, other reviews have emphasised the importance of local voice in responding to health and social issues. Reviews of mental health, welfare, crime reduction, and child and youth wellbeing have all called for power to be transferred to communities so they can tailor services to their needs.

54 Resource Management Review Panel (2020), p 6

55 Review of the Three Waters Infrastructure Services (2017), Initial key findings for discussion with the Minister of Local Government

56 Resource Management Review Panel (2020), p 6

Planned health reforms highlight the tensions that must be balanced in determining how to allocate services to national, sub-national or local levels. The reforms involve establishment of Health New Zealand and a new Māori health authority in place of regional health boards, with the aim of improving quality of care and national consistency. They also involve the establishment of a new national public health agency within Health NZ.

Yet the reforms also promise that communities, including iwi and Māori, will have greater roles in shaping and designing primary health services to meet their needs. Local authorities already have responsibilities for community engagement and planning, and already play important roles in community health through many of their roles – from provision of recreation facilities to regulation of alcohol sales. Their roles should be considered in the design of community health services.

Implementation of the planned reforms

Implementation of the resource management and three waters reforms will impose significant pressure on local authorities, and will have implications for many aspects of their operations including leadership and culture, financial viability, information systems, and much more.

It is vital that local authorities are supported through the transition period, to ensure, for example, that they have sufficient capability to manage the necessary changes and any new responsibilities.

It is also important that there is coordination between the various reform programmes, including this review. Coordination is needed to ensure that:

- ▶ reforms (especially in resource management) do not close down options before there has been adequate time for broad consideration about the future structures and functions of local government;
- ▶ reform programmes do not place unnecessary pressures on local authorities, or on other partners such as iwi which will be heavily involved in new three waters and resource management systems; and
- ▶ reforms leverage existing strengths from local government reform – for example, by building on existing contributions of local government to public health, and by creating opportunities for local government to support community-led design of local health services.

What are the implications for local governance?

Any redesigned system of local governance will need to address current and emerging pressures, and take account of the impacts of planned reforms. Addressing these pressures will mean:

- ▶ Taking steps to break down mistrust between local and central government, and instead building a culture based on mutual respect and collaboration, consistent with a spirit of unified public service.
- ▶ Designing the system to allocate local government functions and roles at the most appropriate scale, whether that is community, town or city, sub-national, or national levels, while providing flexibility and supporting collaborative approaches, and acknowledging that local authorities may still vary in scale.
- ▶ Ensuring the statutory and policy framework clearly defines functions, roles and expected wellbeing impacts; aligns objectives; simplifies processes and responsibilities; and provides clear direction and accountability for all agencies involved in local governance and service delivery.
- ▶ Improving alignment of boundaries for agencies involved in sub-national or local governance, including central and local government, and iwi rohe.
- ▶ Ensuring that all local authorities have sufficient capability and financial capacity to carry out the roles and functions allocated to them. This might involve central government providing some services to support effective local governance. It might also involve funding or other support for local authorities to address major challenges such as climate change, or to implement national policy priorities.
- ▶ Seeking representation and engagement arrangements that more effectively reflect all interests and communities including iwi/Māori, provide voice for those whose interests are currently under-represented, and support effective governance and decision-making.
- ▶ Exploring new approaches to local democracy that have potential to build public trust and confidence, and support all communities to be involved in decision-making and have their interests represented.

Te Tiriti o Waitangi at a local level

How can New Zealand's system of local governance most effectively embody the Te Tiriti o Waitangi partnership? One of the purposes of this review is to identify ways in which local government can actively embody Te Tiriti o Waitangi / the Treaty of Waitangi partnership over the next 30 years.

The partnership is likely to evolve a great deal in that time, as New Zealand's population changes, the country moves beyond settlement of historical grievances, and iwi become increasingly influential over wellbeing and economic development within their rohe.

In a fully functioning Treaty relationship, local government and iwi are natural partners: both are intimately concerned with wellbeing of people and places, and both have intergenerational responsibilities. With new approaches, they can become powerful allies in creating conditions for mutual benefit and shared prosperity that endure into the future.

The Treaty partnership

On one level, Te Tiriti o Waitangi was an agreement to share authority in Aotearoa. It recognised the existing rights of iwi and hapū to manage their own affairs, including full authority over environmental, social, cultural, and economic relationships. And it recognised the Crown's right to govern for the benefit of all New Zealanders.⁵⁷

On other levels, Te Tiriti was about relationships, and about expectations of prosperity. It was an agreement to establish new relationships, or deepen existing ones, in ways that would create conditions for commerce, trade, and sharing of knowledge and ideas, to the benefit of Māori and non-Māori alike.⁵⁸

Through much of New Zealand's history, the Treaty relationship has not lived up to that original promise. Instead, the government progressively asserted authority over Māori communities, undermining their systems and institutions of self-government, transferring land and other resources out of Māori hands, denying Māori economic opportunities, and leaving a legacy of entrenched inequality.⁵⁹

⁵⁷ Waitangi Tribunal (2011), *Ko Aotearoa Tēnei* (2011), Te Taumata Tuarua, vol 1, pp xxiv-xxv, 17; Waitangi Tribunal (2018), *Te Mana Whatu Ahuru, Part I*, p 181; Waitangi Tribunal, *He Maunga Rongo* (2008), vol 1, pp 166, 173

⁵⁸ Waitangi Tribunal (2018), *Te Mana Whatu Ahuru, part 1*, pp 180-181, 182-183

⁵⁹ Waitangi Tribunal, *Te Mana Whatu Ahuru* (2018), *Part I*, pp 190-191; Waitangi Tribunal, *Te Urewera* (2017), vol 1, p 140; Belich, *Making Peoples: A History of the New Zealanders*, pp 277-278; John Williams, *Politics of the*

Local authorities are a significant part of this colonial story. As the non-Māori population grew and expanded after 1840, local councils and boards followed. Many of their responsibilities overlapped with Māori rights and responsibilities in relation to land, rivers, harbours, fisheries and other parts of the environment.

These early local authorities were dominated by non-Māori, and typically showed little interest in Māori rights or views. Alongside the activities of land court and land purchase agents, rating and local taxes became a means of dispossessing hapū of their lands and economic base.⁶⁰ The Waitangi Tribunal has found that the Crown's devolution of powers to local authorities without appropriate safeguards harmed Māori communities and was in breach of rights under Te Tiriti.⁶¹

For long periods in New Zealand's history Māori communities have sought to maintain self-governing institutions at hapū, iwi and national levels, even as local authorities and government institutions were exerting authority. In the early and mid-20th century, the government recognised Māori Councils with rights of local self-government including by-law making powers.⁶² Those councils continue to operate today, alongside iwi authorities and other Māori organisations.

Much has changed in the last 50 years, including establishment of the Waitangi Tribunal, incorporation of Treaty principles into numerous statutes, settlement of most historical claims, and increased political representation.

Māori-owned businesses form a major and rapidly growing part of New Zealand's economy, producing an estimated \$17 billion in GDP in 2018. Much of this business activity is generated by self-employed Māori businesspeople or Māori-owned small and medium enterprises.⁶³

Māori labour force participation is also increasing at a far faster rate than the rest of the population, in part reflecting a much younger demographic profile.⁶⁴

Many iwi operate major business operations which provide employment in their rohe and also support initiatives in education, training, housing, the environment, marae development, and much more.⁶⁵

Changes to the political system since the 1990s have resulted in significant increases in Māori representation and influence, particularly at a national level.

Nonetheless, at national and local levels, the partnership remains well short of what was originally agreed, both in terms of Māori rights and in terms of expectations of mutual benefit, equity, and shared prosperity.

New Zealand Maori 1891-1909

60 Waitangi Tribunal, *Te Mana Whatu Ahuru* (2019), Part IV, chapter 19.1; Waitangi Tribunal, *The Wairarapa ki Tararua Report*, p 888; Waitangi Tribunal (2008), *He Maunga Rongo*, p 1405

61 *Ibid*

62 These events are described in several Waitangi Tribunal reports; in Aroha Harris and others (2015), *Tangata Whenua: A History*; Vincent O'Malley (1998), *Agents of Autonomy*; and John A Williams (1968), *Politics of the New Zealand Maori*. Twentieth century laws providing for some degree of local self government by Māori communities include the *Maori Councils Act 1900*; *Maori Social and Economic Advancement Act 1945*; and *Maori Community Development Act 1962*

63 BERL (2018), *Te Ōhanga Māori 2018: The Māori Economy 2018*, pp 14-15, 17

64 *Ibid*, pp 13, 21

65 For example, see *Waikato Tainui Annual Report 2019/20*

For example, Māori continue to experience considerably higher levels of social and economic deprivation than non-Māori;⁶⁶ and to experience far greater levels of racism and discrimination.⁶⁷

Te Taiao (the natural environment), for which hapū throughout New Zealand have kaitiaki responsibilities, is also in a poor state. Many species are endangered, rivers and waterways are polluted, and greenhouse gas emissions have risen steadily in recent decades.⁶⁸

Local government and Māori

At a local government level, the Treaty relationship still falls short of meeting Māori aspirations and expectations. Current statutory and institutional arrangements do not provide for adequate Māori representation or input into decision-making, or for sufficient protection of Māori rights, interests, and wellbeing.⁶⁹

Māori representation

Over the course of New Zealand's history, local authority representation and decision-making has been dominated by non-Māori voices. Despite recent improvements, there is evidence that Māori remain under-represented on a population basis.⁷⁰

Since 2001, local authorities have had the power to establish Māori wards or constituencies, but most attempts to do so have been overturned. A law change in 2021 leaves decisions about wards and constituencies in the hands of local authorities.

As a result, more than 30 local authorities are now planning to introduce Māori wards to increase representation and ensure a Māori voice in local decision-making. The Waitangi Tribunal has recommended that all local authorities have provision for Māori representation.⁷¹

Tino rangatiratanga and local authority decision-making

Te Tiriti provides for hapū, iwi and Māori to exercise tino rangatiratanga (full authority) in relation to their own affairs.⁷² It encompasses rights to manage relationships in accordance with tikanga (Māori law and norms), and therefore in accordance with values such as manaakitanga (care for people), and kaitiakitanga (care for the natural and physical worlds).⁷³

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- 66 Te Puni Kōkiri (2019), *An Indigenous Approach to the Living Standards Framework*; Te Uepū Safe and Effective Justice Advisory Panel, *Turukū! Turukū! Transforming New Zealand's Criminal Justice System*
- 67 Cherryl Smith, Rāwiri Tinirau and others (2021), *Whakatika: A Survey of Māori Experiences of Racism*; Jagadish Thakur (2021), *Aotearoa-New Zealand Public Responses to Covid-19*, Massey University; Human Rights Commission/Nielsen Research (2021), *Te Kāikiri me te Whakatoihara i Aotearoa i te Urutā Covid-19: Experiences of Racism and Xenophobia in New Zealand during Covid-19*
- 68 Te Puni Kōkiri (2019), *An Indigenous Approach to the Living Standards Framework*
- 69 Waitangi Tribunal (2008), *He Maunga Rongo*, pp 1575, 1591; Waitangi Tribunal (2018), *Te Mana Whatu Ahuru*, part IV, chapter 19.1; Waitangi Tribunal (2010) *The Wairarapa ki Tararua Report*, pp 897, 1062
- 70 Jack Vowles (2021), *Local Government's Māori Representation Gap*
- 71 Waitangi Tribunal (2010) *The Wairarapa ki Tararua Report*, chapter 15.11.2
- 72 Waitangi Tribunal (2018), *Te Mana Whatu Ahuru*, part I, pp 155-156, 187-189
- 73 Waitangi Tribunal (2018), *Te Mana Whatu Ahuru*, part I, pp 34-39, 156-158; Waitangi Tribunal, *Ko Aotearoa Tēnei* (2011), *Te Taumata Tuarua*, pp 22-23

Current statutory provisions applying to local government – including the Local Government Act, Resource Management Act, the Land Transport Management Act and other statutes – do not provide for the exercise of tino rangatiratanga or application of tikanga to local decision-making. Rather, most provide for local authorities to consult and engage with Māori while balancing tino rangatiratanga alongside other interests.⁷⁴

Co-governance arrangements have emerged in recent decades, but usually in the context of Tiriti settlements, and then in relation to specific geographical features such as the Whanganui and Waikato Rivers.

At times, local authorities and iwi have adopted other mechanisms for iwi input into decision-making, including relationship agreements, and iwi representation on committees. Again, these have often applied to resource management, though there are some examples of broader council-iwi partnerships to create regional plans and pursue wellbeing initiatives.

In our early engagement with iwi, we heard that local government currently does things that iwi and Māori could do. Current arrangements limited Māori autonomy, which also limited the ability of iwi and Māori to take steps that would secure wellbeing for future generations.

Planned reforms to resource management and three waters create much stronger statutory obligations to give effect to Te Tiriti, along with provisions for joint decision-making and statutory protection for Te Mana o te Wai (the health and mauri of fresh water) and Te Oranga o te Taiao (the health of the natural environment). If implemented as currently planned, these reforms will apply specifically to water and resource management, rather than the whole local government system.

Consultation demands on iwi and Māori

In practice, consultation and engagement obligations can impose significant burdens on iwi without necessarily leading to better outcomes for Māori, or effectively responding to Māori concerns. In our early engagement we heard that the government and local government sectors needed to be more ‘joined up’ in their relationships with iwi and Māori.

The Waitangi Tribunal has recommended that the government should fund capacity building among iwi and Māori to ensure they are able to participate in council decision-making. It has also recommended “concentration of functions in fewer local authorities, so the burden of Māori having to form effective relationships with many different bodies is lessened”.⁷⁵

While the planned reforms to resource management and three waters appear to strengthen Treaty rights, they will also increase the demand on iwi and Māori communities.

74 Waitangi Tribunal (2008), He Maunga Rongo, pp 1575, 1591; Waitangi Tribunal (2010) The Wairarapa ki Tararua Report, pp 897, 1082

75 Waitangi Tribunal (2010) The Wairarapa ki Tararua Report, pp 1062-1063

“Current generations are only able to plant seeds for future generations.”

Quote from iwi engagement

Relationships and cultural competence

Iwi representatives and Māori have told us that some local authorities are unable to form effective partnerships, because councillors and staff lack the necessary cultural competence, or lack understanding of Te Tiriti and New Zealand's history.

We also heard that local governance structures can create barriers to long-term relationships. The nature of political cycles can mean that relationships form but are not sustained across time, and that policies or agreements are not always followed through to implementation.

The place of local government in Te Tiriti partnerships

Under current laws, local government is not regarded as a partner in the Treaty relationship.⁷⁶ Yet local authorities are creatures of statute, and, in many respects, they act on behalf of central government. During our early engagement, some iwi representatives told us that they see central and local government as “one and the same”, especially when they are carrying out delegated functions.

The Waitangi Tribunal has found that any statute that devolves powers or functions to local authorities must impose clear Treaty obligations and ensure that those obligations are met.⁷⁷

What are the implications for local governance?

Any future local governance arrangements will need to give authentic expression to the Te Tiriti relationship at a local level, and also support iwi and Māori aspirations for the wellbeing and prosperity of their people, and the health of the natural environment. Among other things, this could mean:

- ▶ Considering how the statutory framework for local governance might recognise and give effect to tino rangatiratanga, and incorporate Te Ao Māori values and principles.⁷⁸
- ▶ Clarifying the place of local government in the Te Tiriti partnership.
- ▶ Considering structures and mechanisms for partnership and shared decision-making over matters that are significant to Treaty rights and iwi and Māori wellbeing.
- ▶ Creating opportunities for local authorities and iwi / Māori to collaborate in order to advance wellbeing in their communities.
- ▶ Providing for community-led and ‘by Māori for Māori’ approaches to address social and economic development.

⁷⁶ Local Government Act 1977, section 4; Waitangi Tribunal (2010) *The Wairarapa ki Tairarua Report*, p 891

⁷⁷ Waitangi Tribunal (2011) *Ko Aotearoa Tēnei, Te Taumata Tuatahi*, p 110

⁷⁸ Waitangi Tribunal (2018), *Te Mana Whatu Ahuru*, part IV, chapters 21.5.4, 21.7

- ▶ Ensuring that iwi and Māori have sufficient representation in any local governance structures to protect their rights and advance their aspirations.
- ▶ Taking steps to increase the capacity of iwi and Māori to share in local authority decision-making.
- ▶ Recognising that one size does not fit all – iwi, hapū, Māori organisations and rōpū (groups) vary in size, capacity, territories, and interests and aspirations.
- ▶ Taking account of iwi and Māori rights and interests when determining local authority structures and boundaries.
- ▶ Training and upskilling local authority elected members and staff to ensure that local authorities provide a culturally safe and respectful environment for Māori.⁷⁹

79 Waitangi Tribunal (2010), *The Wairarapa ki Tararua Report*, pp 1062-1063

Where to from here?



The Future for Local Government Review provides an opportunity to rethink local governance for the future.

It is an opportunity to look beyond fixed structures and roles, to design a system of local governance that is built on relationships; is agile, flexible and sustainable enough to meet future challenges, even those that are large and unpredictable; has the right mix of scale and community voice; harnesses the collective strength of government, iwi, business, communities and others; maximises common benefit and wellbeing; and creates the conditions in which communities can thrive into future generations.

Rethinking local governance

How might a future system of local governance more effectively contribute to community wellbeing? Many organisations contribute to local governance and wellbeing.

Local authorities create the spaces in which people live their lives. They shape the conditions in which people live, work, relax, play, and do business, and their services determine whether local environments are healthy, safe, easy to navigate, and attractive; and whether they create conditions in which people and communities can thrive.

Local authorities also represent their communities and reflect local voices. Because of their place-based focus, they can ‘see across’ issues that affect their communities and locations.

Businesses and industry provide employment and incomes, and access to goods and services including food, clothing, homes, and utilities. Their activities are of fundamental importance to wellbeing in their communities, and of particular importance to the wellbeing of their employees.

Business activity also plays a central role in creating the environment and atmosphere in town and city centres. Businesses build new communities and homes.

Iwi, hapū and Māori play vital and growing roles in advancing wellbeing within their rohe. Some iwi are major employers, and play critical roles in supporting education and training, housing, environmental restoration, and other activities that support wellbeing.

Some are leaders or partners in the governance and management of rivers, waterways, and other environmental features. Iwi, hapū and Māori bring knowledge, perspectives and values that support care for people and places, and healthy balance in all relationships.

Community organisations play many roles in their communities – connecting people for shared activities such as sport and recreation or artistic expression, providing vital support services during times of need, uniting communities to address common causes, and creating opportunities to contribute and experience a sense of meaning and purpose.

Family, whānau, friends and relatives, and neighbours all play critical roles in personal, social and cultural wellbeing.

Central government activities are of critical importance to local communities – providing schooling, health care, transport, income support, policing, and much more.

Communities thrive when all of these organisations play their roles to maximum effect. Current and future challenges – climate change, housing, mental health, or responses to technological change – cannot be addressed by individual agencies, but only through new and collaborative approaches.

Any future system of local governance will need to move beyond existing structures and siloes, and consider governance as a shared endeavour in which many players contribute and deserve a voice.

This will require new, more flexible ways of organising, and new ways of relating, in order to build trust, and act in common cause.

New approaches to collaboration

Our early soundings, and other research, suggests there is considerable interest in the local government sector for pursuing new and collaborative approaches in order to maximise wellbeing.

We have heard that local leaders want to play greater roles in dealing with pressing issues such as climate change and social deprivation in their communities, by building more effective partnerships in which central and local government, iwi, businesses, community groups and residents all collaborate to identify priorities and implement solutions.

International research suggests that collaborative approaches can be more effective than conventional responses to complex and rapidly evolving policy issues. ‘Mission-led’ approaches, for example, can allow communities (with sufficient funding and support) to find innovative and effective solutions that central government agencies would not have considered.⁸⁰

Building on these approaches, the Organisation for Economic Cooperation and Development has championed ‘anticipatory innovation governance’, which encourages continuous local adaptation and experimentation as a means of addressing complex policy problems as they are emerging, and, in particular, as a means of addressing issues that are too complex or evolve too quickly for orthodox policy responses.⁸¹

Research also suggests that collaborative approaches are most effective when they are supported by ‘anchor’ or ‘backbone’ partners who bring others together and guide action. Other key enablers include influential leaders and champions, adequate and sustainable funding sources, and consensus on urgency for change and direction of travel.⁸²

⁸⁰ Mariana Mazzucatto and Georgia Gould (2021), *Mission-Driven Localities* (Project Syndicate)

⁸¹ OECD (2021), *Anticipatory Innovation Governance: What it is, how it works, and why we need it more than ever before*

⁸² Government Inquiry into Mental Health and Addiction (2018), *He Ara Oranga: Report of the Government Inquiry into Mental Health and Addiction*, p 120

Within the right framework and sufficient support, local authorities can be well placed to play cornerstone or anchor partner roles, because of their broad view across places and communities. Similarly, iwi and Māori, or community organisations, might choose to play such roles.

Collaborative approaches are already emerging in New Zealand, even in a local governance environment that is not conducive to supporting it. Local authorities, iwi, community organisations, central government and businesses are finding ways to work together, share decision-making, and try new approaches to resolve challenging issues.

Some examples include:

- ▶ Iwi and community leadership of integrated planning approaches which bring whole communities together to determine future goals and priorities – for example, Te Taihū Intergenerational Strategy and the Waikato Wellbeing Project
- ▶ Pacific Skills Shift, a partnership between MBIE, Auckland Council (UpTempo), Auckland Unlimited, and Pacific non-government organisation The Cause Collective supporting Pacific people to gain job skills and micro credentials to help them move into higher quality and more sustainable employment
- ▶ Social procurement that leverages local authorities' purchasing power for positive social and economic outcomes, for example, through the supplier diversity intermediary Amotai which supports fair inclusion of Māori and Pacific-owned businesses in public sector supply chains
- ▶ Integrated approaches that take advantage of place-based redevelopment projects to also advance economic development, civic innovation and social connectedness
- ▶ Iwi led wellbeing initiatives that bring together local authorities, business, and communities to tackle pressing social issues such as housing deprivation and crime – for example, the Ruapehu Whānau Wellbeing Initiative
- ▶ Collaborative business/council/government projects to create jobs in rural areas
- ▶ Co-design and participatory democracy approaches to development of council strategies, policies and programmes.

These collaborative approaches have typically relied on highly motivated local leadership, and on willing support partners – hence the involvement of iwi in many projects. While such 'green shoots' initiatives have emerged in New Zealand, not all are sustainable in the current operating environment. Leadership, shared vision, culture, relationships, and sustainable funding are all likely to be important ingredients in a more adaptive and collaborative system of local governance.⁸³

⁸³ Government Inquiry into Mental Health and Addiction (2018), He Ara Oranga: Report of the Government Inquiry into Mental Health and Addiction, p 120

The future for local governance

This review is an opportunity to step outside existing structures and systems, and consider what wellbeing might look like for New Zealand communities in the future, and how that best might be delivered.

It is an opportunity to look beyond local government and consider local governance, encompassing all organisations with rights and responsibilities to guide their communities.

It is an opportunity for local and central government to build mutual understanding and trust, and find new ways to align objectives and collaborate on the basis of shared commitment to public service.

It is an opportunity to consider how New Zealand's business sector can innovate together with local government to contribute to local wellbeing.

It is an opportunity for New Zealand's system of local governance to embody Treaty partnership and draw on the strengths of all cultures to find uniquely New Zealand ways of working together and making decisions that advance the wellbeing of present and future generations.

It is an opportunity for communities to lead in creating solutions that meet their needs.

Our early engagement suggests a strong interest in new approaches, along with a commonly held view that change should build on existing and inherent strengths, and enhance connections between communities and governance.

There is common agreement that local authorities have a vital and continuing role to play in creating the conditions in which communities can thrive. But that role is likely to change. Planned reforms have raised questions about local authority functions and structures, and have therefore created an opportunity to innovate.

We have an open mind about future local authority functions, structures, and boundaries. We do, however, see local governance as an ecosystem with many contributors and moving parts, which is likely to be most effective when there is collaboration for common purpose.

Any redesigned system is likely to have certain key features:

- ▶ It will be built on open and respectful relationships.
- ▶ It will be aligned – the organisations involved in creating local wellbeing will have shared missions and will operate in an environment that supports collaboration.
- ▶ It will be effective and sustainable – the organisations involved will have sufficient funding, capability, and support to carry out their missions.
- ▶ Functions and roles will be allocated at the right scale, reflecting inherent strengths and capabilities, taking account of the subsidiarity principle, and acknowledging that one size does not fit all.
- ▶ It will be flexible and agile, capable of scaling up or down and transferring functions as new challenges emerge.
- ▶ It will build on Te Ao Māori and mātauranga Māori, and embody genuine Treaty partnership based on shared wellbeing for future generations.

Ārewa ake te Kaupapa

Where to from here?

45

- ▶ It will be inclusive – providing for diverse voices to be heard, and all with interests in local wellbeing to participate in decision-making.
- ▶ It will be fair – taking account of all needs and interests, delivering benefits for whole communities, and protecting the interests of future generations.
- ▶ It will be transparent and accountable – decision-makers will be answerable to their communities.

Over the next year we will be seeking the views of communities, iwi, business, local authorities, government agencies and others on how such a system might be designed.

Priority questions

What are the broad themes that will guide our engagement and work on the future for local governance and democracy? Over the next year we will be engaging with New Zealand communities and organisations over the future of local governance and democracy.

This will include engagement with the local government sector, business and industry, iwi and Māori, youth, communities, and central government.

The following broad themes reflect our terms of reference, and will provide a foundation for our engagement and future work.

In broad terms – and consistent with our terms of reference – we expect to consider what the future system of local governance might look like, and then to consider related questions about functions, representation arrangements, funding, and so on.

We intend these priority questions to open conversations about the future system of local governance, and how it might most effectively create the conditions in which New Zealand communities can thrive even while addressing the significant changes and challenges that are likely to arise in future.

We are open to hearing about other possible lines of inquiry or emphasis as we continue our engagement.

1

How should the system of local governance be reshaped so it can adapt to future challenges and enable communities to thrive?

The future wellbeing of New Zealand communities will depend on the actions of many people and organisations – including individuals and their whānau, businesses, iwi and Māori organisations, community organisations, local and central government, and many others.

In line with numerous other recent reviews, we see greater coordination, alignment and collaboration between these various players as essential in order to advance common goals such as shared prosperity, environmental health, and resilience to future shocks and challenges.

We also see considerable potential for that coordination and alignment to occur through community-led and place-based approaches. Current approaches are all too often disjointed and misaligned, and fail to take full advantage of strengths of the various players involved, including local authorities, iwi and Māori organisations, businesses,

and community groups. New approaches will be necessary to meet the complex challenges that are likely to arise in future.

During the next phase of our review, we will be considering what might be required to create a system of local governance that is fit for the future, and can adapt to future challenges and create conditions in which communities and businesses can thrive.

We expect this to have implications for every aspect of the local governance system. We will be asking, for example, what might be needed to create a system in which all players can effectively work together towards common goals, and how the system might genuinely embody the Treaty partnership. We will also be asking what the answers to these questions might mean for local governance structures; functions and roles; funding and financing mechanisms; lines of accountability; mechanisms for community representation and involvement in decision-making; and planning and decision-making processes.

Just as importantly, we expect to explore questions about culture and leadership, and how relationships are fostered. For example, what conditions might be needed to build trust and mutual understanding between the many organisations that contribute to local governance and wellbeing? And what conditions might be needed to create more effective working relationships between government and business, local and central government, local government and iwi/Māori, and local government and communities? In particular, what will be needed to rebuild trust between local and central government, and build more effective working relationships that contribute to common objectives and reflect a shared spirit of public service?

We are also interested in exploring other themes – for example, what might be needed to support agility, flexibility and responsiveness across the local governance system, so new challenges can be addressed in a coordinated and effective manner, and at appropriate scale; what conditions might best support innovation and purposeful experimentation so solutions can be tailored for local circumstances and then learnings shared across the whole system; and what roles might businesses, community organisations, local authorities and others play in supporting innovation.

In broader terms: what systemic changes are needed so local governance can best create conditions that maximise social, economic, cultural and environmental wellbeing?

2 What are the future functions, roles and essential features of New Zealand's system of local government?

Within a future system of local governance, local authorities will continue to play an important part in creating conditions for local wellbeing. But that does not mean existing local authority structures, functions, roles, and boundaries will necessarily be the best fit for the future.

In broad terms, as discussed above, this review will need to consider how local government might best complement and align with other organisations that contribute to community wellbeing. Within the local government system, we will also have to consider the best structures, and best allocation of functions and roles so that local authorities can maximise their contributions to community wellbeing and adapt to meet future challenges.

This will require determination of which current functions should be retained and which should not; what new functions and roles local government should take on (for example, in housing, health or other social service provision); whether any functions or roles would be better carried out by central government, iwi, or communities; or others; and how these matters might evolve over time.

It will also require consideration of the scale at which any functions might be carried out, the relationships between different functions, what scope there is for shared or collaborative approaches and for flexible approaches that can adapt as circumstances change, and how allowance might be made for the diversity of New Zealand's communities and local authority structures.

Existing reviews and reform programmes have variously prioritised economies of scale and scope, sub-national and regional coordination, national equity and standards, capacity and capability, rights under Te Tiriti o Waitangi, and community-led design and delivery as factors in determining the appropriate scale at which functions should sit.

Determining appropriate structures, and allocation of functions and roles, will require careful balancing of these and potentially other criteria, along with acknowledgement that New Zealand's communities are very diverse, and that one size will not fit all. It is important that existing reform programmes leave room for these matters to be appropriately considered across the local governance system as a whole.

In practice, most issues are likely to require a mix of national, sub-national and local or community action, and the challenge will therefore be to allocate responsibilities in ways that take advantage of inherent strengths, while also ensuring alignment and collaboration across the whole system.

One important element of a future system of local government will be the statutory framework, including the purpose and responsibilities of local government, accountability arrangements, and clarity about the relationship between central and local government.

Also important will be the roles of national organisations that support local governance (such as the Local Government Commission, the Local Government Financing Agency, and the Department of Internal Affairs); as well as the national or shared support services available to local government, for example, through information systems, financing mechanisms, training and advocacy, and innovation and learning.

3 How might a system of local governance embody authentic partnership under Te Tiriti o Waitangi, creating conditions for shared prosperity and wellbeing?

Te Tiriti o Waitangi can be viewed as an agreement to share authority in New Zealand, as a guarantee of Māori rights, and as an agreement to found a relationship based on expectations of shared benefit and prosperity. To embody partnership under Te Tiriti, a future system of local governance would need to respond to all three levels.

How the partnership might evolve necessarily depends on the aspirations of hapū, iwi and Māori, and on their future relationships with central government. It can also be expected to evolve over time, as the Māori population and economy grows.

Within the framework of a fully functioning Treaty relationship, we see local government and iwi as having potential to operate as natural partners. Both are intimately concerned with places and communities, both have potential to exercise significant influence on local wellbeing, and both – with new approaches – might therefore become powerful allies in creating conditions for mutual benefit and shared prosperity.

During the next year we will be engaging with iwi and Māori organisations, and seeking to understand how the partnership might evolve at a local level. We expect to hear about and consider many elements of the relationship including how tino rangatiratanga might be exercised at a local level over matters affecting the wellbeing of Māori communities and rohe (territories); how the responsibilities of iwi / Māori and local authorities might co-exist; what future partnership or co-governance arrangements might develop; how relationships between iwi / Māori and local authorities might most effectively be managed; how capacity might be built and resourced in iwi and Māori organisations to support effective engagement with local authorities; and how statutory processes for engagement and iwi / Māori involvement in decision-making might be aligned and be made more coherent so they do not create unnecessary burdens on iwi and Māori, or on local government.

We would also expect to hear about and consider matters such as how Māori communities and interests can most effectively be represented on local authorities and in local authority decision-making; how Māori rights, interests and values (such as manaakitanga and kaitiakitanga) can most effectively be protected in local authority decision-making; how Māori members might be effectively supported to fulfil their roles as elected representatives; and how all local authorities might ensure that they build sufficient cultural competence to provide culturally safe and respectful working environments for Māori members and staff.

Most broadly, we would expect to consider what scope there is for iwi / Māori and local authorities to work together in order to meet shared objectives for prosperity, environmental health, equity and equality, and social and cultural wellbeing.

4 What needs to change so local government and its leaders can best reflect and respond to the communities they serve?

Within a future system of local governance, we expect local authorities to continue to play an important role in leading and reflecting the views of their communities.

At this stage of our deliberation we have an open mind about future local authority structures, and about representation and governance arrangements. Scale, functions and roles might all be important considerations in determining those arrangements.

Whatever arrangements we ultimately recommend for local authorities, we expect leadership to play an important role. Leadership and coordination will be important in the long term, and during the transitional period in which resource management and three waters reforms are being implemented.

With respect to local democracy and governance, we expect to pursue four broad themes:

- ▶ how the system of local democracy can provide for more effective and meaningful community involvement in decision-making, given current low levels of trust, confidence and involvement;
- ▶ how the system can ensure that all communities and interests (including Māori, Pacific and Asian peoples, younger people, and renters) are more fairly and equitably represented in local authority decision-making and leadership;
- ▶ how the system can provide for effective leadership and governance, including stewardship over assets and finances; and
- ▶ how confidence and trust in the system can be rebuilt.

These broad themes are not particular to local governance in New Zealand, but rather are common to governance arrangements across the country and internationally.

Addressing these broad themes will require consideration of the implications of demographic change and diversity, and economic trends such as changing patterns of property ownership. It will also require consideration of the potential impacts of new technology on citizen participation and engagement, and potentially on the operation of future elections – bearing in mind that the available technologies are likely to change a great deal over 30 years.

We will consider whether there are potential benefits to be gained from new models of community engagement and participation, including active citizenship approaches, and participatory or deliberative models; And, if so, when and how those options might be effective, and what conditions would be required to make them effective.

We will give broad consideration to local authority electoral arrangements, including the recommendations made by Parliament's Justice Committee in its 2016 and 2019 reports concerning the local electoral system and the operation of local elections.

5 What should change in local governance funding and financing to ensure viability and sustainability, fairness and equity, and maximum wellbeing?

Local authorities vary considerably in financial strength. Many face financial pressures – some arising from growth, some from having small populations with high per capita asset costs, and some from central government decisions that impose additional costs without commensurate funding.

Any future system of local governance is likely to face greater tests – from climate change adaptation, future infrastructure and information technology requirements, and shocks such as disasters, pandemics, and global recessions.

Future local authorities will need to be designed and sized in a manner that ensures financial viability and sustainability, including sufficient capacity or support to absorb shocks and respond to local challenges, while also continuing to contribute to community-led governance and local well-being. They will also need to be adaptive, resilient, and wise stewards of community assets.

These factors will all contribute to our consideration of the future shape of the local governance system, including the appropriate functions and roles of local authorities at different scales.

Having addressed functions and roles, we will then be concerned with ensuring that local authorities have the right mix of funding and financing tools available to meet their responsibilities in the long term.

This will include principled consideration of the mechanisms available, including rating, user charges, taxes and other sources. It will also include consideration of funding and financing sources. This might include consideration of when local authorities' funding obligations should be shared across local government, or with other partners; and when central government co-funding of local government activity might be justified – as recommended by the Productivity and Climate Change Commissions for large challenges or shocks, and for local services with national benefits.

More broadly, the next phase of our review is likely to include high level consideration of the principled basis on which funding decisions are made, including appropriate balance of the beneficiary and exacerbator pays principles alongside others such as efficiency, transparency, equity, and impacts on local government autonomy.

We are interested in the place of equity in this mix, including inter-generational equity, and horizontal equity within and between communities including matters such as ability to pay. We are also interested in how benefits are determined and allocated; and in the incentives created by funding decisions and the resulting impacts on prosperity and wellbeing.

Future local authorities will continue to require appropriate mechanisms for financial planning and accountability. We see scope to consider whether transparency and accountability can be assured in more flexible and meaningful ways than at present.

Finally, we reiterate that we see local authorities as one part of a future system of local governance, alongside other partners such as iwi and Māori organisations, businesses, community organisations, and many others. There are broad questions to be answered about how central and local government funding might most effectively be used within that system to maximise overall prosperity and wellbeing. Other reviews have advocated for local communities to be resourced and supported to design and develop their own initiatives, especially for disadvantaged communities where current programmes and services are not achieving significant impact.

Our decision-making principles

The following principles will guide our responses to these priority questions and engagement.

How we will approach our work

We will seek to:

- ▶ Be bold, looking beyond traditional responses and instead address the systemic or root causes of issues with local governance.
- ▶ Build open, honest and respectful relationships.
- ▶ Base recommendations on high-quality analysis and insights, informed by evidence including the lived experiences of the people we engage with.
- ▶ Use strengths-based thinking, which acknowledges and builds on inherent strengths and capabilities, and considers appropriate scale and scope relative to these strengths.
- ▶ Be inclusive, providing for diverse voices to be heard.

Principles to shape the system change

We will pursue ideas that:

- ▶ Maximise positive impact at a system level.
- ▶ Draw on the strengths of the existing system of local government and democracy.
- ▶ Strengthen conditions to enable iwi/Māori and other partners to take action with local government.
- ▶ Build greater resilience, supporting local government to adapt to future challenges so they can create the conditions in which their communities can thrive.
- ▶ Are inclusive and equitable, delivering benefits for whole communities, and protecting the interests of future generations.
- ▶ Draw on Te Ao Māori and mātauranga Māori.
- ▶ Provide a clear, sustainable and affordable pathway.

Early opportunities

What early opportunities are there to build on existing strengths and address current challenges in a context of reform? During the coming year we will be engaging widely to seek input on New Zealand's future system of local governance.

We expect that to lead to broad recommendations for reform, applying to structures, functions, and many other elements of the system. It is important that this work takes place in a broad and coordinated manner that takes account of the whole local governance system.

Nonetheless, we see opportunities for immediate steps that can benefit the local governance system and local communities while paving the way for future reform. These include opportunities to build capacity and trust among partners in local governance, to strengthen innovation across the local governance system, and to leverage existing local government strengths.

We also see it as important that existing reform programmes take place in a coordinated and aligned manner that take account of potential implications for future local governance reforms.

Resource management reforms

Planned resource management reforms provide for the establishment of new regional governance and decision-making structures for spatial planning and natural and built environment planning. We acknowledge the need for central government to press ahead with resource management reforms, and see potential for significant benefits from spatial planning approaches that bring central government, local government, and iwi together and support collaborative action. However, we caution that any new structures should be transitional, since we believe that local government reform will see new structures recommended.

The transitional arrangements must be designed with appropriate political accountability and funding mechanisms in place for plan-making, approval, legal defence, and implementation and enforcement, a strong role for iwi and hapū in decision-making, along with sufficient space for diverse local community voices and views in decision-making processes.

It will take a number of years and considerable staff and planning resources to prepare a new regional plan that incorporates all existing regional and district plans. This will require technical staff expertise and considerable effort from the political representatives and iwi involved. Capacity is not currently present at either a regional or local level, nor with iwi. Collaboration and partnership will be required to deliver the

plans, and the structures adopted should build on the learnings from the operation of regional land transport committees and the emerging urban growth partnership models.

Until this review is completed and decisions made about future local governance structures, we consider that regional and unitary councils will be best placed to host their regions' Regional Spatial Committees (that includes representatives of territorial authorities, Iwi and central government) and a Natural and Built Environment Committees. To fund the region's share of these processes, there will need to be agreement among the respective parties.

Health reforms

Central government cannot solve some of our key public health issues alone – for example, obesity, mental illness, pandemics, and misuse of substances. Greater coordination and collaboration will be required between central and local government, health providers and consumers, iwi and others.

The planned health sector reforms have a significant local component which provides an early opportunity for greater local government involvement, in order to provide for strong community voice and participation.

The reforms aim to achieve national consistency in health care and public health, while also ensuring that primary and community services are tailored to local needs. Locality networks (including health providers and consumers) and iwi-Māori partnership boards will have input into design and decision-making about local services.

Local authorities currently play significant roles in public health, through activities that support healthy lifestyles (such as recreation and sports facilities, parks and reserves, active transport networks, and land use and place-making functions); mitigate harm (for example, through regulation of alcohol, gambling, food safety, and hazardous substances); support social cohesion (for example, through provision of community facilities and programmes). Some local authorities already partner with central government on programmes to promote active communities.

Local authorities are therefore well placed to support community participation in design of and decision-making about locality networks, and more broadly to work with central government in shaping a public health system that leverages existing local authority contributions and takes account of community aspirations and needs. One option is to establish a joint central-local government steering committee which could have input into the design of public health services and locality networks.

Supporting digital capability and capacity

Independent local authority investment decisions have created an environment of dispersed information and communications technology (ICT) systems, with little or no regard to interoperability or sharing of applications or platforms. This is true of both the back office or enterprise systems as well as any customer-facing applications. We are concerned that the proliferation of systems and the lack of

interoperability is impacting effectiveness and efficiency, and might also be a barrier to future integration opportunities, both data and otherwise. The different timetables of local authority ICT investment mean that combined investment does not occur.

In coming years, local authority ICT systems are likely to require significant investment to support the transition to new three waters and resource management systems, ensure better data security, and meet growing community expectations. This is likely to include a need for significant digitisation of council information. In addition, effective responses to climate change will require councils to capture and share data at levels beyond current capacities. Current systems of data collection, storage, security and retrieval vary widely and in many cases are not fit to manage for future demands. This exposes local authorities, and the whole country, to significant risks and unnecessary costs.

Central government has recognised the benefits of joined-up investment in systems and capabilities for information-sharing, digital identity and security, and to establish stronger evidence bases for decision-making and prioritisation. Opportunities exist to extend this across the wider system to local government. Adopting shared systems approaches at national or sub-national levels could take advantage of scale, increase efficiency, align and strengthen systems, address digital inequities across the country, and meet future needs. Apart from the potential cost benefits, we see gains in effectiveness and in presenting a unified view both to, and for, the citizen.

We note that any system change must be matched by appropriate governance mechanisms and incentives for individual agencies to work collectively.

Future investment in enterprise systems should be made with regard to an accepted standard ICT architecture across local government so that over time there is alignment of systems - ideally a common architecture will enable maximum flexibility across local and central government and enable decisions about function and form to be independent of any ICT system constraints.

Central government is currently facing this issue as part of the health and vocational education reforms - there is an opportunity to learn from and potentially leverage off, any future investment decisions that seek to create a unified ICT environment for these sectors. Few existing local authorities have the funding and leverage to justify significant investment in new systems. Therefore, this should be explored in a partnership funding model between central and local government to find the 'investment sweet-spot' where both effectiveness and efficiency can be balanced. Similarly, there will be lessons to learn from Auckland Council's ICT rationalisation process on what is needed to achieve large scale, complex but vital system change.

In the short term, there should at the very least be an initial stocktake of existing systems and preparation of a roadmap for transition together with an appropriate business case. In addition, there is an opportunity for local government to work with the Government Chief Digital Officer (Department of Internal Affairs) to identify common opportunities and possible co-investment.

Supporting new and collaborative approaches to local wellbeing

Some local authorities are already experimenting with collaborative, community-led approaches to local wellbeing.

Working alongside iwi, community organisations, businesses, and others, they have (among other things) sought to address issues such as housing deprivation, sustainable employment, and supplier diversity, or to develop shared visions for future development. Collaborative approaches of this nature can uncover new, locally-led solutions to complex policy problems, which can then be shared across the local governance system.

Such approaches do not need to wait for major systemic, structural or legislative change. Rather, they can develop now. Effective and innovative leadership is a key ingredient, alongside clarity of vision, sustainable resourcing, and sufficient willingness and incentive to experiment.

We see potential to stimulate locally-led collaboration and innovation of this nature by leveraging a portion of the planned three waters transitional funding. Current criteria would need to be broadened for this purpose.

In addition to the potential for direct benefits and learnings from such projects, there is potential to build community and local governance capability to adapt as new challenges emerge; to build stronger relationships between local government, business, iwi and other partners to support innovation and wellbeing goals; and to develop a culture that enables and encourages innovation – all of which are likely to be important ingredients in an agile system of local governance that can meet the needs of future generations.

Iwi capability and capacity building

Iwi and hapū participation in local government processes, structures and functions is essential, yet current approaches place great strain on their ability to participate effectively at the level required.

There are numerous statutory provisions requiring local government engagement with tangata whenua (including iwi authorities) and Māori. These provisions differ from statute to statute, and operate in isolation from one another, creating engagement processes that are demanding and disjointed, even when for iwi the interconnections are clear.

Planned reforms (including resource management, three waters, and Māori wards) will further increase the roles of iwi and hapū in local authority representation, governance, decision-making and participation, adding to existing demands.

We see a need to address the capacity of iwi and Māori organisations to take part in these engagement processes. This will require dialogue between central government, local government, iwi and Māori, with a view to developing a national framework for capacity building. This framework could map out what would be required for iwi to exercise rangatiratanga in their relationships with local government, and options to enable and appropriately resource this, including capacity and capability building.

Issues to consider would include where a larger role for iwi might be desirable and how this can be supported, and where the right interface might be with central and local government.

Māori wards

At the 2022 local elections there will be a significant influx of councillors representing Māori wards. To ensure they are supported and can maximise their contributions, several steps would be helpful, both within councils and across the local government system.

At a council level, further training is needed to lift the cultural competence and knowledge of elected members and staff well beyond current levels, and to support a culturally safe, respectful and effective working environment for new elected members. A national support network could help to ensure that new councillors can share experiences and are effectively supported by their peers. National support may be needed so local authorities can build the competence and knowledge they need to work effectively with hapū, iwi and Māori organisations.

At present there is no single organisation with responsibility for providing that national support, or more broadly for overseeing local authorities' relationships with iwi and Māori or building bridges between local government and Māori.

While relationships will necessarily differ from place to place, we see potential for benefit from national support. Possible options include Te Maruata (the Māori Committee of Local Government NZ), Te Arawhiti – The Office for Crown-Māori Relations, or another provider.

Local government impact statements

A common view among local authorities is that central government regularly imposes costs or obligations on communities without adequate consideration of the impacts. More broadly, we have heard that the local-central relationships are characterised by mutual misunderstanding.

As one element of a more collaborative and trusting working relationship, central and local government could build on existing regulatory impact statements, by jointly developing local government impact statements that assess the impacts of government decisions on local authorities.

Joint development of these statements could:

- ▶ increase transparency about the impacts of new regulatory requirements, and about cumulative impacts;
- ▶ build trust and mutual understanding between central and local decision-makers;
- ▶ create potential for dialogue about how local government might contribute to solutions, and about innovative approaches that could achieve desired outcomes without imposing unfunded cost burdens on local authorities.

As part of our broader work programme, we will be considering how trust can be built between local and central government, and how the two sectors can work together more effectively and with greater alignment of purpose.

Our approach to engagement

We'll be actively seeking a diverse range of views as we develop our recommendations for the future of local governance and democracy. In the coming months we will be engaging widely about the future of local governance and democracy. We want to understand the issues, and hear a diverse range of perspectives that stretch our thinking about what is possible.

We want to hear about people's hopes for the future of their communities and how their local places can be enhanced to improve their wellbeing, as well as their ideas about how decisions should be made, how they can participate more easily in local democracy, and how local services are delivered.

We will be engaging with iwi and Māori, community leaders and groups, business people, young people and a wide range of other diverse communities in our cities, towns and rural areas, as well as those who are already part of the local government system.

Local governance and democracy affects everyone, so it's important to us that everyone can have a say.

Alongside our research and policy work, the voices and experiences we hear will inform us as we develop options and recommendations for our draft report to the Minister of Local Government in 2022.

Our commitment

We want to hear from a diverse range of voices. We will be open to what we hear. We're ready to be challenged and to engage in hard conversations.

We'll use innovative approaches to ensure that our engagement processes are accessible, actively seek out new or less frequently heard voices, and do not impose undue pressure on diverse communities, including iwi and Māori.

Our engagement programme

Our engagement programme will include online and in-person workshops and wānanga, webinars, online surveys and crowd sourcing opportunities, stakeholder conversations, and local government meetings, so that we encourage widespread participation.

- ▶ September 2021 to April 2022 will be a time for broad exploratory kōrero about our priority questions through wānanga, workshops and online, with a range of groups and communities.
- ▶ In early 2022 we'll release an online tool to help people share ideas and views.
- ▶ In March/April 2022 we will also connect with local authorities to share our thoughts and get feedback on key ideas and opportunities.
- ▶ From April to August 2022 we will be focused on testing and refining key ideas and approaches for the future for local governance and democracy.

Our programme will evolve over the year. We'll need to be flexible and try to use digital channels, work with existing networks and draw on the innovative engagement approaches of others, as we manage the challenges of changing Covid-19 Alert Levels.

After this initial phase of engagement we will be preparing a draft report for the Minister of Local Government, containing options and recommendations. The draft report is currently due by 30 September 2022. We will then undertake formal consultation and receive submissions before completing our final report to the Minister in April 2023.

Keep connected

Join the conversation on social media.

Instagram – [@futureforlocalgovernment](#)

Twitter – [@futureforlg](#)

Facebook – facebook.com/TeArotake

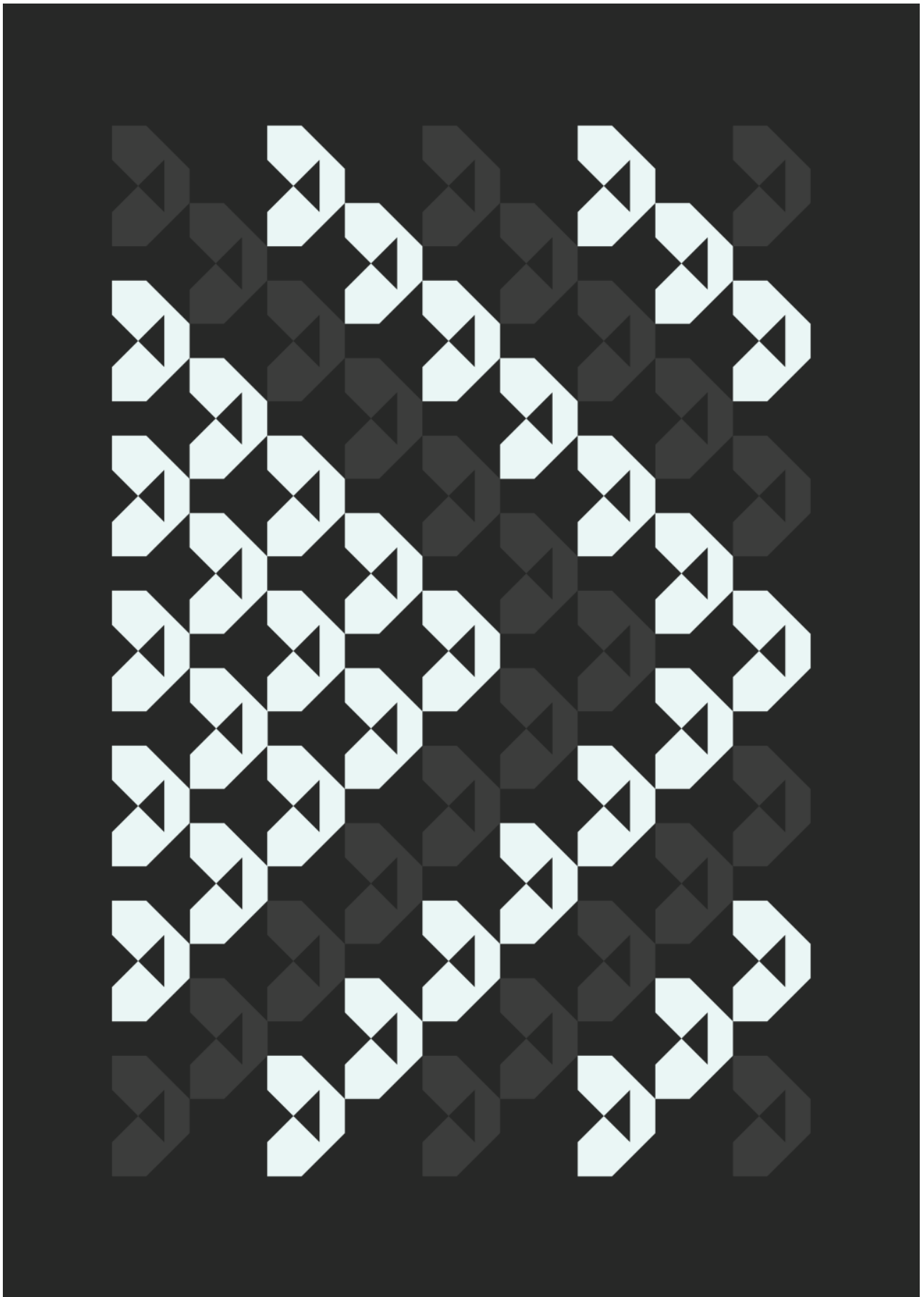
LinkedIn – linkedin.com/company/te-arotake

Sign up for our newsletter [here](#).

Share your thinking with us,
by making a submission online

futureforlocalgovernment.govt.nz

Email us at futureforlg@dia.govt.nz



8.3 Thomas Hobson Trust Fund - Correspondence Received**Author:** Grant Hamel, Customer Services Manager**Authoriser:** Symon Leggett, Group Manager Recreation & Cultural Services**Recommendation**

That the correspondence be received and noted.

Purpose of Report

- 1 To present correspondence received from recipients of donations through the Thomas Hobson Trust Fund.
- 2 To present correspondence received from Public Trust in regards to the maintenance of the Thomas Hobson Gravestone.

Assessment of Significance

- 3 While the provision of Donations and Loans is of importance to numerous community groups, the content contained in this report has been assessed as of low significance in accordance with Councils Significance and Engagement Policy. This assessment is based on the assessment criteria with specific focus on impact on the number of people affected, the degree that people may be impacted, community interest, financing and rating impact, and impact on wellbeing. .

Discussion

- 4 The following correspondence is attached for the Board's information:
 - The Geraldine District Development & Promotion Assn Inc - \$12,006.00

Attachments

1. **Accountability Form - The Geraldine District Development & Promotion Assn Inc**



For Office Use Only
Funds Spent as per Application:
Grants Register Updated:

Thomas Hobson Trust Fund

Accountability of Recipients of Funds

Local authorities must satisfy themselves that the public money distributed through the Thomas Hobson Trust Fund has been used for the purpose for which it was provided, therefore, the Timaru District Council requires that your organisation complete the appropriate report.

The Timaru District Council also gives notice that it will physically inspect some projects at random to ensure that it has complied with Council's requirements.

Please complete this form and return it to:

**Customer Services Manager
Timaru District Council
PO Box 522, Timaru 7940**

Evidence of expenditure is required in the form of receipts or invoices, or signed statements by your accountant or auditor, plus a brief description of the benefits that have been achieved because of the funding assistance.

Invoices/Statement enclosed:

Purpose: Please see attached letter

Benefits:
Please see attached letter

Name: Hugh McCafferty
Position in Organisation: Chairman
Organisation: The Geraldine District Development and Promotion Assc. Inc
Amount of Grant: \$12,009
Date Grant Approved: November 20202
Signed:
Date: 18th October 2021

804425



www.geraldine.nz, Phone 027 555 6524, info@geraldine.nz,
PO Box 111, Geraldine 7956

18th October 2021

Grant Hamel
Timaru District Council
PO Box 522
Timaru 7940

Dear Grant,

Thomas Hobson Trust Grant 2020

I write, on behalf of the board of Geraldine.nz and the Geraldine River Trails Sub-committee, to thank the Thomas Hobson Trust for the generous donation of \$12,009, in November 2020, to remove 40% of the exotic sycamore trees located in an area known as Rhododendron Dell, below the Barker's Eatery and St Mary's Church, in Geraldine.

This action was a key part of preparation in the Dell for its development as part of the wider Geraldine Nature and Sculpture Trail project.

The tall sycamores, while providing shade and a woodland feel, were also choking off the ability of other species, including the initial beautification plantings, to thrive. Moreover, the sycamore tree is an extraordinarily successful self-seeder which was causing ongoing control issues for the volunteer workforce to keep the trees at bay and away from nearby Talbot Forest.

The benefit of the tree removal programme is firstly environmental protection, to ensure that the prolific self-seeding capabilities of the sycamore were limited and less likely to reach Talbot Forest, and secondly, to prepare the Rhododendron Dell for future plantings which will form an important aspect of the Nature and Sculpture Trail for Geraldine.

It is envisaged that the Geraldine Nature & Sculpture Trail will become a legacy project for Timaru District that will encourage more visitors to stay overnight to enjoy the attractions of the Geraldine area and wider Timaru District.



Geraldine District Development and Promotions Association Inc.

Additionally, the trail will offer new ways for residents and visitors to interact with the landscape, art, history, and culture of the area. As it will be possible to experience the trail at different times of the day and night, each visit will be different from the last and each encounter will be fresh and interesting.

Following receipt of the grant, work was scheduled for May 2021, after the autumnal leaf fall and when it would be easier to complete the work.

Alas, the devastating May floods stalled the commencement of the tree felling programme as the contractors then were diverted emergency remediation tasks in other locations as a result of those floods.

Since then, the second COVID-19 lockdown and periods of high wind further limited the smooth execution of the tree felling, but I am delighted to report that despite these unprecedented setbacks the work has now been completed.

The volunteer workforce has worked to remove the residual logs and the Rhododendron Dell is now light and airy and ready for new plantings.

Once again, thank you for this generous support which has enabled this critical task to be completed and will allow further development in Rhododendron Dell.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Hugh McCafferty', is centered on the page. The signature is written in a cursive style with some decorative flourishes.

Hugh McCafferty
Chairman



PO Box 125
Rolleston 7643

TAX INVOICE 85159

Geraldine.nz
PO Box 111
Geraldine
New Zealand 7956

Invoice Date : 15/10/2021
Account : C00473
Our Ref : S05.D0326
GST No : 62-815-957

Waihi walkway

Description	Quantity	Rate	Total
Remove sycamores from waihi walkway track	1.00	12,009.00	12,009.00
			12,009.00
			1,801.35
			13,810.35

Due Date: 20/11/2021

Bank account ANZ 01-0843-0090702-00, Please use your account number as the reference.
Please send remittance advice to accountsreceivable@sicon.co.nz
This sale is subject to our Terms and Conditions which are available on request.

Rolleston Office: (03) 318 8320
Rangiora Office: (03) 311 8080
Timaru Office: (03) 684 9804

Infrastructure Built on Trust
www.sicon.co.nz



8.4 Thomas Hobson Trust Fund Accounts

Author: Grant Hamel, Customer Services Manager

Authoriser: Symon Leggett, Group Manager Recreation & Cultural Services

Recommendation

That the information be received and noted.

Purpose of Report

- 1 To inform the Geraldine Community Board of the funds available for distribution.

Assessment of Significance

- 2 While the provision of funding is of importance to numerous community groups, the content contained in this report has been assessed as of low significance in accordance with Councils Significance and Engagement Policy. This assessment is based on the assessment criteria with specific focus on impact on the number of people affected, the degree that people may be impacted, community interest, financing and rating impact, and impact on wellbeing.

Discussion

- 3 The Thomas Hobson Trust was established under the will of the late Thomas Hobson for the purpose of providing grants to organisations within the district of the former Geraldine County.
- 4 Funds available for the Thomas Hobson Trust 2021 are:
 - Geraldine Account: \$48,850.00
 - Temuka Account: \$37,280.00
- 5 The Thomas Hobson Trust financial accounts for year ending 30 June 2021 and Public Trust Investment Service Diversified Funds Disclosure Statement are being finalised and are awaiting approval from Public Trust. Email correspondence from Public Trust confirming the funds available has been attached.

Attachments

1. **Email - Confirmation of Public Trust Funds Available**

Cassidy Willetts

From: Emily Irwin <Emily.Irwin@PublicTrust.co.nz>
Sent: Monday, 8 November 2021 11:59 AM
To: Funding Enquiries
Cc: Funding Enquiries (Group); Cassidy Willetts
Subject: RE: Thomas Hobson Trust

Hi Grant,

I've just finished merging the financial statements from each of the four accounts that make up the Trust (Geraldine, Temuka, Replacement Fund and Head Trust) and sent them off to accounting to approve.

I hope to be able to issue them within the next couple of days, and will chase up the accounting team if I haven't heard anything by COB Wednesday. I'll do my best to ensure the financial statements are with you by the end of the week so you can have them at the meetings.

I also spoke with Tony this morning and he has confirmed that the retained income figures I gave you are accurate – we do have a couple of outstanding matters on two of the properties, but there are adequate funds reserved to cover these.

To confirm:

Geraldine funds available - \$48,850
Temuka funds available - \$37,280

Please let me know if you need anything else from me, otherwise I'll speak with you later in the week.

Kind regards,

Emily Irwin
Rural Properties Advisor



Public Trust
Level 2, 22 Willeston Street, Wellington CBD
Private Bag 5902, Wellington 6140

Tel: 04 9784601
Toll Free: 0800 371 471
www.publictrust.co.nz

From: Funding Enquiries <FundingEnquiries@timdc.govt.nz>
Sent: Monday, 8 November 2021 9:00 am
To: Emily Irwin <Emily.Irwin@PublicTrust.co.nz>
Cc: Funding Enquiries (Group) <funding.enquiry@timdc.govt.nz>; Cassidy Willetts <Cassidy.Willetts@timdc.govt.nz>
Subject: [External] RE: Thomas Hobson Trust

Hi Emily

We are finalising our agenda today for next Monday and Wednesday's meeting.

Is there any updates on when the financial accounts and funds available will be finalised?

- 9 Consideration of Urgent Business Items**
- 10 Consideration of Minor Nature Matters**
- 11 Public Forum Issues Requiring Consideration**

12 Exclusion of the Public

Recommendation

That the public be excluded from the following parts of the proceedings of this meeting on the grounds under section 48 of the Local Government Official Information and Meetings Act 1987 as follows:

General subject of each matter to be considered	Reason for passing this resolution in relation to each matter	Plain English Reason
13.1 - Thomas Hobson Trust Fund Applications	s7(2)(a) - The withholding of the information is necessary to protect the privacy of natural persons, including that of deceased natural persons	To protect a person's privacy
13.2 - Geraldine Strategic Plan - review preferred suppliers	s7(2)(b)(ii) - The withholding of the information is necessary to protect information where the making available of the information would be likely unreasonably to prejudice the commercial position of the person who supplied or who is the subject of the information	Commercial sensitivity

13 Public Excluded Reports

13.1 Thomas Hobson Trust Fund Applications

13.2 Geraldine Strategic Plan - review preferred suppliers

14 Readmittance of the Public

15 Board Member's Reports