



-DRAFT WORK PROGRAMME 2001102

Draft #1 - 08 January, 2001



Local leadership, national voice...



CONTENTS

INTRODUCTION FROM THE ACTING CHIEF EXECUTIVE

NOTES TO DRAFT WORK PROGRAMME

NOTES ON FINANCIAL BUDGET AND FORECASTS

A.	PRIORITY ISSUES	1
A.1	Local Democracy and Legislative Framework	2
A.2	Land Transport	4
A.3	Environment, Natural and Built..	6
A.4	Economic Development.....	9
A.5	Community Development, Social Cohesion and Housing	11
A.6	Treaty of Waitangi/Maori participation	13
A.7	Local Government Financial Framework and Performance..	15
A.8	Water and Wastewater..	17
A.9	Ready Response	19
B.	ONGOING ACTIVITIES	20
B.1	Monitoring and Amending Legislation and Policy	21
B.2	Member Development.	23
B.3	Communications	25
B.4	Research, Publications and Grants	27
B.5	International	28
B.6	Client and Information Management Services	30
B.7	Internal Governance	32
B.8	Strategic and Annual Planning	33
B.9	Zones and Sectors	34
B.10	Conference – Future Years	35
B.11	Governance of the LGITO	36
B.12	Contract Servicing – Civic Assurance	37

INTRODUCTION FROM THE ACTING CHIEF EXECUTIVE

This draft work programme sets out, for consideration by members, the proposed direction for *Local Government New Zealand* in the year commencing 1 April 2001. It has been prepared in somewhat unusual circumstances as the Chief Executive who will be responsible for its delivery only commences work on 15 January and has not been involved in the detailed preparation. However the new Chief Executive, Peter Winder, was able to join with the President, Vice Presidents and senior staff in a review of the financial aspects of the plan late last month.

This year we have provided more financial information than with past draft plans, so that members can see where direct costs are targeted, the forecast movement in costs and overheads over a four year period, and the proposed funding sources. Members have already been alerted to the funding issues in the pre Christmas letter to all Mayors and Chairs from the President.

It would be appreciated if members could convey any comments on this draft work programme to the Chief Executive of *Local Government New Zealand* by 14 February, so that feedback can be consolidated and presented to National Council early in March.



Eric Millar
Acting Chief Executive

8 January 2001

NOTES TO DRAFT WORK PROGRAMME

Approach to Structure of Document

The document is structured into two clusters that represent a hierarchy of strategic importance. This reflects the priorities as determined by National Council, supported by management in November, 2000.

Projects are each made up of an issue statement, an outcome statement, objectives to be achieved and key outputs or results.

The **issue** statement sets out clearly why *Local Government New Zealand* is involved.

The **outcome** statement sets out what the desired state or situation is and what point we hope will have been reached once the project actions have been undertaken. Some outcomes are specific and are effectively 'owned' go *Local Government New Zealand*. Others will be achieved through the contributions of not only *Local Government New Zealand*, but also other agencies such as central government, internal partners such as SOLGM, stakeholder groups, and member local authorities acting in their own individual capacities.

The **objectives** identify what our aims are. The **key outputs** identify the main intended products that will result in and in-turn contribute to the outcome.

Budget

A budgeted cost has been allocated to each project area. This is made up of direct costs (after any recoveries) and our allocation of overheads based on estimated staff time involved.

NOTES ON FINANCIAL BUDGET AND FORECASTS

1. The figures show the current (2000/2001) year, the budget year and a forecast for the following 2 years.
2. Direct costs are for specific external expenditure on legal fees, working parties, travel, consultants etc. Any recoveries have been deducted to produce a net figure.
3. The forecasts for years 02/03 and 03/04 show a reduction in Local Democracy and Legislation Issues on the assumption that the review of the Local Government and Rating Powers Acts will have been completed.
4. Costs for the development of an inter-active web site are to some extent offset against a reduction in communication costs in years 02/03 and 03/04. Depending on the technology development of members, it may be possible to reduce costs further if most communications (newsletters etc) can be electronic by years 02/03 and 03/04.
5. Credits in conference years are essentially overhead recoveries from registration fees.
6. Overheads include salaries, President and Vice Presidents expenses, rent, stationery, communications and general office costs. An annual increase of 3% has been assumed for years 02/03 and 03/04.
7. The income item of \$125,000 in the 2000/2001 year presumed recoveries from seminars and workshops related to the Forum and other issues. These have not occurred.
8. In 2000/2001, an amount of \$207,000 was budgeted to be transferred from reserves to assist in funding the extra expenditure relating to the Forum and review of major legislation. In years 02/03 and 03/04 a surplus is assumed which can be transferred to reserves to start the process of restoring them to an acceptable level.
9. The budget assumes an increase of 10% in membership subscriptions in 2001/2002 with no increase in the following 2 years.

LOCAL GOVERNMENT NEW ZEALAND

Draft Annual Budget For Year ended 31 March 2002 (with forecast for the following 2 years.)

EXPENDITURE:

<u>Direct Costs (Net of Recoveries)</u>	Year			
	<u>00/0</u>	<u>01/02</u>	<u>02/03</u>	<u>03/04</u>
	\$	\$	\$	\$
Local Democracy and Legislative Issues	165,500	98,000	20,000	20,000
Land Transport	50,000	41,000	30,000	20,000
Environment, Natural and Built	5,000	20,000	20,000	20,000
Economic Development	12,481	40,000	40,000	40,000
Community Development, Social Cohesion & Housing	28,000	10,000	30,000	30,000
Treaty of Waitangi/ Maori Issues	33,000	30,000	15,000	15,000
Local Government Performance	36,347	5,000	20,000	5,000
Central/Local Government Forum Special	200,000			
Water and Wastewater	39,003	35,000	40,000	10,000
Ready Response to Unexpected Events	43,347	36,000	40,000	40,000
Monitoring and Amending Legislation and Policy	60,000	20,000	20,000	20,000
Member Development	15,500	20,000	10,000	10,000
Communications	39,000	30,000	20,000	15,000
International	67,322	50,000	50,000	50,000
LGNZ Governance	55,000	75,000	80,000	85,000
Client and Information Management Services	64,131	31,000	40,000	40,000
Web Site Development		40,000	30,000	30,000
Zones and Sectors	25,000	25,000	30,000	33,000
Conference – Current Year	(168,710)		(106,000)	(109,000)
Other	(44,007)	(36,000)	(36,000)	(36,000)
	725,914	570,000	393,000	338,000
<u>Overheads (Salaries, Office Costs, etc)</u>	<u>2,075,952</u>	<u>2,132,000</u>	<u>2,196,000</u>	<u>2,262,000</u>
	<u>2,801,866</u>	<u>2,702,000</u>	<u>2,589,000</u>	<u>2,600,000</u>
<u>FUNDED BY:</u>				
Seminars, workshops etc (Unidentified)	125,000			
Interest	60,000	50,000	50,000	50,000
Members Subscriptions	2,409,866	2,650,853	2,650,853	2,650,853
Transfer from/(to) Reserves	207,000	1,147	(111,853)	(100,853)
	<u>2,801,866</u>	<u>2,702,000</u>	<u>2,589,000</u>	<u>2,600,000</u>

A. Priority Issues

A.1 Local Democracy and Legislative Framework

Issue

The coalition Government is continuing with its desire to develop a much fuller policy framework around the place, role, and functions of local government, and to engage in a new and comprehensive dialogue with local government as partners in the governance of New Zealand. Other stakeholders need and wish to be drawn into contributing to the strategic discussion over local government's place in New Zealand's constitutional framework.

The three major statutes which confer on local government its powers -the Local Government Act, the Rating Powers Act and the Local Elections and Polls Act – are old, unnecessarily complex, and difficult to interpret. Local government needs a modern and empowering statutory framework to meet the needs of its communities and its statutory obligations. The new Government has initiated a review of these statutes which should be completed by the end of this financial year.

This issue is one of the seven key strategic issues on which local and central government have committed (on 7 March 2000) to working together.

Outcomes - what local government wants

- Strengthened local democracy through a structure and form of local government that enables it to undertake its functions and responsibilities efficiently and effectively, and be accountable both to its communities and to legislative imperatives
- A comprehensive local government policy framework adopted by central government, with the agreement of local government, based on mutual trust
- Central government and community acknowledgement of local governments contribution to the public good
- An improved legislative framework meeting the needs of a modern local government sector

Objectives - what Local Government New Zealand aims to achieve

- (i) To explore and promote opportunities for high level local/central government agreement and joint approaches
- (ii) To complete the Funding Powers Review and encourage its timely advancement, work with SOLGM to provide local government perspective on the contents of the draft legislation, both at the formative stage and before the Select Committee
- (iii) To work jointly with SOLGM to complete the drafting and passage of an alternative Local Elections and Polls Act, and drafting of regulations and best practice guidelines

- (iv) To promote the value of local democracy and local government's role in community governance to all stakeholders and in particular MPs and government officials
- (v) To work with Department of Internal Affairs on the completion of the new Local Government Act
- (vi) To encourage greater co-operation and partnerships among local authorities through the delivery of joint services to increase efficiency and effectiveness
- (vii) To promote the right of councils to exercise discretion as to the length of any contractual arrangements negotiated with their Chief Executives
- (viii) To promote the effective prioritisation of local authority expenditure, through strategic planning, annual planning, asset management, resident surveys or other prioritisation methods.

Key Outputs

- . Central/local government forums held and supported
- . Funding Powers Review completed
- . Local Government Act Review completed
- . Local Electoral Act passed
- . Initiatives for increasing co-operation and cross boundary collaboration between councils with outcomes disseminated to all councils

Budget

Net Direct Costs	98,000
Overheads	<u>299,738</u>
Total	\$397,738

A.2 Land Transport

Issue

New transport policy options were discussed with the sector over the 2000/01 year. The Government will introduce a Transport Amendment Bill in 2001/02. The Road Safety Strategy 2010 will be finalised and progress will be made in developing a New Zealand Transport Strategy. Local government views on desired changes need to be identified and proactively articulated.

This issue has been identified as one of seven key strategic issues on which local and central government committed (on 7 March 2000) to working together.

Outcomes - what local government wants

- A land transport system which is equitable, efficient and fully funded
- Management, governance, pricing, regulation and institutional arrangements which provide appropriate avenues for active influence and input from local communities
- Recognition of local government's ownership interest in the roading corridor.

Objectives - what Local Government New Zealand aims to achieve

- (i) To promote the sector's preferred position on the review of land transport policy with a particular emphasis on the provision of adequate and appropriate funding
- (ii) To ensure recognition of local government's ownership and community representation interest in the roading corridor
- (iii) To respond to and monitor policy initiatives from LTSA, Transfund, Transit and MoT.

Key Outputs

- Policy papers and proposals that influence central government thinking and reflect the interests of the sector
- Response to the Transport Amendment Bill and the New Zealand Transport Strategy
- Communication and participation opportunities for member authorities such as workshops fora, and working parties
- Effective liaison at both political and officer levels of Local Government New Zealand that encourages central government, at all times, to reflect the Forum approach.

Timing

- Meet all central government deadlines as set
- Other: Report quarterly
- Progress Report and Briefing required for Forum meeting late October/November.

Budget

Net Direct Costs	41,000
Overheads	<u>141,711</u>
Total	\$182,711

A.3 Environment, Natural and Built

Issue

Local government needs to work with the Government to secure environmental legislation that has integrity, improves processes, enhance the opportunity to achieve agreed environment outcomes and recognises community aspirations. Similarly, local government needs to continue to improve its processes, lower costs and upgrade its capacity. Particular and ongoing attention will need to be directed toward hazardous substance and waste management, and historic heritage. Environmental initiatives need to take place within a framework that has a focus on sustainable development and appropriately recognises the fundamental importance of devolving environmental decision making to local communities.

On the Building Act, local authority interpretation varies, particularly on warrant of fitness certificates, land information memoranda, and charging regimes. Opportunity exists to share quality practice, achieve greater **standardisation**, review and improve application of the Act, and lower the costs imposed on the community.

On the HSNO Act, local authority responsibilities are in the process of being more clearly defined - particularly those related to monitoring, compliance measures, and planning for hazardous facilities. Further minor amendments to the Act are required.

The decline in New Zealand biodiversity has been described in the Ministry for the Environment's "State of New Zealand's Environment" report as "our most pervasive environmental issue". The New Zealand Biodiversity Strategy, released in February 2000 and the work of the Ministerial Advisory Committee on Biodiversity on private land contain sobering information about the rate and extent of biodiversity decline.

There is **scepticism** in both public and private sectors that there is even a problem to address. Biological diversity seems too enormous and all encompassing to deal with.

Local government is **the** catalyst that is capable of translating the national goals of the Biodiversity Strategy into local actions and initiatives, in partnership with central government and other stakeholders.

This issue has been defined as one of the seven key strategic issues on which local and central government committed (on 7 March 2000) to working together.

Outcomes - what local government wants

- Quality legislative that secures good and cost effective environmental outcomes and maintains opportunity for community influence

- Recognition of the value of the RMA as a cost-effective tool to achieve sustainable resource use, development and protection
- Better implementation of all environmental legislation – particularly the Building Act and the RMA
- A hazardous substance management regime that is workable and understood
- Clearly defined roles for local government in historic heritage – in partnership with other agencies
- Better understanding of the benefits to be achieved from the adoption of a comprehensive and integrated approach to environmental management
- Mechanisms to manage hazardous substances and to reduce waste volumes and toxicity
- Effective implementation of the Reserves Act
- Recognition of Biodiversity as a significant strategic issue for communities and effective implementation of the New Zealand Biodiversity Strategy at the community level.

Objectives - what Local Government New Zealand aims to achieve

- (i) To create and add value to RMA implementation practice by sharing information about the definition and application of measures of quality practice and the content of a model district plan
- (ii) To actively promote the adoption of quality amendments to the RMA
- (iii) To promote a strong and positive media profile about the performance of local government in implementing the RMA
- (iv) To promote the integrated development of a range of measures that will provide for the effective management of historic heritage
- (v) To explore and promote the benefits that may be achieved for local communities by adopting an holistic and sustainable development approach to environmental management
- (vi) To develop pragmatic strategies to initiate and achieve legislative amendments in accordance with the needs and priorities identified by the sector
- (vii) To work with ERMA NZ and MfE to monitor and share information about responsibilities under the HSNO Act, particularly compliance and enforcement arrangements
- (viii) To actively participate in measures that will promote the adoption of the waste management hierarchy and achieve a reduction in the volume of waste disposed to landfills
- (ix) To promote the effective implementation of the Reserves Act
- (x) To provide quality guidance and advice that secures good and cost effective biodiversity outcomes and maintains community influence.

Key Outputs

- Submissions on environmental policy instruments generated by Government

- Peer review and other assistance in the production of websites, documents and seminars that define quality practice -with particular emphasis on the “Quality Plan” website
- Mechanisms to provide improved understanding and clarification of the linkage between the RMA, HSNO Act, Building Act and other legislation
- Advocacy and submissions on the review the Building Act
- Advocacy, seminars and papers that clarify local government responsibilities under the HSNO Act
- Media placement promoting local government perspective and positive news about RMA and other environmental management tools
- Active lobbying to ensure that historic heritage funding, technical support and appropriate central government institutional arrangements are established for historic heritage, alongside regulation
- Reports and seminars that benchmark, case study and inform of progress in establishing comprehensive/integrated local government frameworks for environmental management
- Participation and advocacy, in the development and adoption of a Waste Minimisation Strategy for New Zealand
- Ongoing advocacy for minor technical amendments that will provide for more flexible use of Reserves Act and accompanying policies and practices
- Effective liaison at both political and officer levels of *Local Government New Zealand* that encourage central government at all times to reflect the Forum
- Develop, implement and manage the local government biodiversity “pilot project”, in partnership with key stakeholders
- Information, reports and workshops that achieve local government understanding of the linkage between the regulatory and non-regulatory approaches that they may be applied in achieving better biodiversity management
- Reports that benchmark, case study and inform of progress in establishing comprehensive/integrated local government frameworks for biodiversity and environmental management.

Timing

- Other: Report quarterly
- Progress Report and Briefing required in Forum meeting late October/November.

Budget

Net Direct Costs	20,000
Overheads	<u>228,254</u>
Total	\$248.254

A.4 Economic Development

Issue

The need for economic growth and employment in communities continues to be a major concern for many local authorities. Community well-being requires policy framework that promotes sustainable development. Local government needs to work with central government to design good policies to assist local strategies, and ensure successful initiatives are communicated through the sector.

This issue has been identified as one of seven key strategic issues on which local and central government committed (on 7 March 2000) to working together.

Outcomes - what local government wants

- Improved understanding by local authorities of how they can act to facilitate the conditions that encourage sustainable economic growth
- Central government's economic development and employment policies based on a clear and sympathetic understanding of local circumstances and the role of local government.

Objectives - what Local Government New Zealand aims to achieve

- (i) To co-ordinate, manage and keep account of all Forum related issues under the heading of Economic Development
- (ii) To work with the, new Government to help councils achieve sustainable communities and regional growth through seminars, discussion papers, and input to central government policy
- (iii) To share information about successful initiatives to encourage regional economic and tourism development and provide input into other agencies' strategies
- (iv) To monitor central governments employment initiatives and promote a local government view through submissions, workshops and regular ministerial liaison.

Key Outputs

- Regular liaison with targeted organisations and sectors, especially Mayors for Jobs, Ministry for Economic Development, INZ and EDANZ
- Submissions to Government as appropriate
- Commission an options paper on regional immigration policy for consultation with members and presentation to the Government
- Continue to support Stats NZ in the development of good quality regional statistics and facilitate member feedback

- Promote the reports 'Economic Development Guidelines' and 'Building Relations with Business' amongst members
- Commission research into the economic benefit and potential of sister city links and possible guidelines for councils
- Provide information on policies and opportunities to assist councils achieve their economic development priorities
- Support the Economic Development Working Party and Technical Group
- Contribute a local government perspective to the national tourism strategy
- Promote a local government view on economic development to all government departments involved.

Timing

- To be determined as needed; quarterly reporting.

Budget

Net Direct Costs	40,000
Overheads	<u>133,489</u>
Total	\$173,489

A.5 Community Development, Social Cohesion and Housing

Issues:

Building stronger communities is a concern shared by both local and central government. An obstacle is the fragmented nature of many of the services and programmes run by central government and their uneven impact on communities.

There are also areas of duplication across these areas that need to be clarified.

National policies impact at the local level, and therefore require a local government input to ensure quality decisions.

Issues facing local government in this area include: provision of health services; public health; social exclusion and social policy and delivery: housing: law and order; amenity, recreation and cultural development and the voluntary sector.

This issue has been identified as one of seven key strategic issues on which local and central government committed (on 7 March 2000) to working together.

Outcomes - what local government wants

- Safer and healthier communities evolve through local government advocacy, facilitation and the operation of schemes such as safer community programmes
- Local government is better informed of central government's social welfare, environmental and health initiatives
- Recognition and opportunity is given to local government to directly influence policy and local programmes on behalf of its communities
- Clear and workable environmental health policy, legislation and practice is established that recognises a local government role and reflects community needs
- Councils able to respond to the leisure, recreational and cultural needs and preferences of their citizens
- Clarity in the provision of national and local cultural and recreational activities and amenities by central and local government.

Objectives - what Local Government New Zealand aims to achieve

- (i) To co-ordinate, manage and keep account of all Forum related issues under the heading of Community Development, Social Cohesion and Housing
- (ii) To work closely with central government to provide a local government perspective on national developments involving social investment strategies, safer communities, "strengthening families" and other inter-sectoral initiatives
- (iii) To assist councils to identify strategies to enhance social capital and build stronger and resilient communities
- (iv) To support councils in addressing policy issues relating to housing provision, and work with central government on maximising all of Government initiatives
- (v) To provide local government input and perspective to national policy debates on arts, culture and recreational strategy, monitor the relevant initiatives of other agencies, and respond to specific initiatives that have implications for local government such as the proposed project on the public benefit of museums and the national Cultural Tourism symposia.

Key Outputs

- Submissions and policy papers on issues of national significance
- To promote the Police protocol at the local level and liaise with the Crime Prevention Unit on the sector's behalf
- Effective liaison at both political and officer levels of *Local Government New Zealand* that encourages central government at all times to reflect the Forum approach.

Timing

- Submissions on Bills: By due date
- Other: Report quarterly
- Progress Report and Briefing required for Forum meeting late October/November.

Budget

Net Direct Costs	10,000
Overheads	<u>87,482</u>
Total	\$97,482

A.6 Treaty of Waitangi/Maori participation

Issue

Through the Local Government Act review the government intends to clarify the relationship of local government to the Treaty of Waitangi . Local government needs to engage in this debate as well as show a responsiveness to the desire of *Iwi/Maori* to participate more extensively in the sector.

Outcomes - what local government wants

- Local government is clearer in its understanding of the obligations placed on it by the Treaty of Waitangi and the implications for governance and operations
- Maori confidence in local government as a means of **fulfilling** their local aspirations is increased
- Maori participation is increased
- This issue has been identified as one of the seven issues on which local and central government committed (on 7 March 2000) to working together.

Objectives - what Local Government New Zealand aims to achieve

- (i) To co-ordinate, manage and keep account of all Forum related issues under the heading of the Treaty of Waitangi
- (ii) To support and draw on the advice of Nga Matakokiri Maori (the Maori Consultative Committee of *Local Government New Zealand*) to National Council and work with Te Puni Kokiri and other relevant Maori organisations
- (iii) To promote discussion within member authorities on the interface between local authorities and Maori, using He Waka Taurua as a base
- (iv) To seek clarity in the law pertaining to Maori and local government and develop policy positions on future treatment in law
- (v) To provide opportunities for Maori Elected Members to share experiences and views on local government issues
- (vi) Greater awareness amongst *Iwi/Maori* of the opportunities to participate in local government.

Key Outputs

- Identify and promote examples of good practice in the operational relationship between local authorities and *iwi*
- Support provided to Nga Matakokiri Maori as a sub-committee of National Council
- Hui held for elected members with key interest in Maori issues

- Public relations campaign to encourage Maori to stand for office in local government and vote
- Effective liaison at both political and officer levels of Local *Government* New Zealand that encourages central government at all times to reflect the Forum approach.

Timing

- Progress Report and Briefing required for Forum meeting late October/November.

Budget

Net Direct Costs	30,000
Overheads	<u>77,751</u>
Total	\$107,751

A.7 Local Government Financial Framework and Performance

issue

Governments, both local and central, contribute costs and benefits to the economy and society at large, through their regulatory and taxing powers, and through the services they deliver. Understanding the extent of this impact, and the degree to which it contributes to or diminishes economic and social well being, is essential for future policy development.

Structured information over time is needed on funding decisions of the sector to provide a national picture and enable information sharing.

This issue has been identified as one of seven key strategic issues on which local and central government committed (on 7 March 2000) to working together.

Outcomes - what local government wants

- Accurate information about the impact of local government on the economy and society in general
- Increased awareness by councils, communities and stakeholders of trends in funding and rating decisions
- Awareness of future funding sources and possibilities
- Central government, community and business acknowledgement of quality local government performance.

Objectives - what Local Government New Zealand aims to achieve

- (i) To co-ordinate, manage and keep account of all Forum related issues under the heading of Local Government Performance
- (ii) To keep member authorities informed about court decisions concerning rating and local government funding
- (iii) To monitor and track CPI treatment of local government costs
- (iv) To encourage member authorities to adopt new technology via increased use of e-govt and to streamline procedures
- (v) To achieve better understanding with central government and stakeholder groups about future funding concepts and sources

- (vi) To take all appropriate opportunities to promote quality sector performance to stakeholder groups.

Key Outputs

- Key data on local government in New Zealand and its performance
- Communication about local government performance
- Publish guidelines and information to aid local government in their delivery of regulatory responsibilities in a way that minimises impacts on the economy.

Timing

- Other: Report quarterly
- Progress Report and Briefing required for Forum meeting late October/November.

Budget

Net Direct Costs	5,000
Overheads	<u>72,769</u>
Total	\$77,769

A.8 Water and Wastewater

Issue

Constraints and opportunities exist in current arrangements for the delivery of water, wastewater and stormwater. Local government wishes to explore the options available to its communities and identify governance, pricing, regulation and institutional options that remove impediments.

Outcomes - what local government wants

- Customers have access to safe and secure water services at a reasonable price
- Services are delivered in an efficient, transparent and environmentally sustainable way
- Appropriate investment occurs in both assets and water quality
- Clear accountability is established for the management of the services
- Strong incentives exist for innovation and service improvement
- Fairness is established to both public and private providers of water, wastewater and stormwater services
- Safe drinking water standards are in place
- Governance structures exist that recognise diversity and protect matters of importance to local communities.

Objectives - what Local Government New Zealand aims to achieve

- (i) To identify practical, incremental improvements that can be achieved in the policy, governance, regulatory and operational aspects of water and wastewater services
- (ii) To support the development of a new national water and wastewater legislative framework
- (iii) To ensure that any new water and wastewater policy reflects the preferences of local communities across New Zealand and draws on the expertise of the local government sector

Key outputs

- Peer review and input into discussion documents/conferences, etc
- Ideas and proposals for incremental change developed and presented to central government
- Responses and alternative solutions on drinking water quality and subsidies for water infrastructure put to the Government and promoted to stakeholders
- An outline Water Services Act
- Close liaison with all stakeholder groups

- Communication and participation opportunities for member authorities such as seminars and workshops.

Timing

- Clarify the Minister of Local Government views by July
- Other: Report quarterly.

Budget

Net Direct Costs	35,000
Overheads	<u>103.127</u>
Total	\$138.127

A.9 Ready Response

Issue

From time to time legal challenges to the sector arise which may be of critical national and generic importance to the sector and require *Local Government New Zealand* to become involved in, extend support to, or act on behalf of a council/councils.

Outcomes - what local government wants

- All such issues are responded to by way of an assessment against the Strategic Plan of *Local Government New Zealand*
- Agreed action is of high quality and benefits the sector in terms of both content and "positioning".

Objectives - what Local Government New Zealand aims to achieve

- (i) To apply the revised framework in considering requests that arise and when advising National Council
- (ii) To develop policy positions on those issues requiring assistance and determine the extent of any *Local Government New Zealand* involvement or leadership
- (iii) To undertake agreed action with transparent justification.

Key outputs:

- Court decisions that assist the sector
- Responses to member requests.

Timing

- To be determined as arise; quarterly reporting.

Budget

Net Direct Costs	36,000
Overheads	<u>35,689</u>
Total	\$71,689

B. Ongoing Activities

B.1 Monitoring and Amending Legislation and Policy

Issue

Much of the legislation and policy affecting the core business of local government is outdated, complex and ambiguous. Problems arise in implementation that need to be identified and addressed through amendments or altered practice.

Changes in central government policy and legislation, eg: emergency management, have the capacity to undermine local government services.

Legislation and policy needs to be monitored to ensure that changes are anticipated and to ensure that councils are not prevented or inhibited from undertaking their statutory obligations or meeting community expectations. This requires a close liaison with central government agencies.

Outcomes - what local government wants

- Problems with legislation and central government policy are identified early and law changes or improved implementation promoted, so that local government can operate and meet its statutory responsibilities efficiently and effectively
- An integrated and comprehensive approach to emergency management via simple, clear legislation and agreement on changes that achieve better delivery of rural fire services
- Standards that are relevant, clear and valued
- Improvements to valuation systems and services

Objectives - what Local Government New Zealand aims to achieve

- (i) To provide effective advice to councils on the implementation of legislation regulations and other central government policy
- (ii) To promote an agreed policy position on emergency management and an improved fire service
- (iii) To monitor the policy direction and facilitate participation in the development of standards

Key Outputs

- Provide timely and sound advice about possible legislative changes
- Provide communication and participation opportunities for members authorities such as seminars and workshops
- Provide a report redefining boundary of responsibility between structural and vegetation fire services

- Appoint quality people to represent the sector on Standards New Zealand committees
- Inform and advocate on valuation issues
- Liaise closely with the Office of the Auditor General and Department of Internal Affairs (DIA).
- Promote sharing of information on biosecurity issues, assist to develop a sector view, maintain an overview of National Pest Management Strategies and the Animal Health Board and facilitate responses where required.

Timing.

- To be determined as needed; quarterly reporting.

Budget

Net Direct Costs	20,000
Overheads	<u>146,608</u>
Total	\$166,608

B.2 Member Development

Issue

High quality in local governance is essential for the effective performance of local government. This involves understanding of the nature of the leadership and representative roles, the separation of policy and administration, and the provision of information so both elected members and management can undertake their respective responsibilities well. It also requires an appropriate system of remuneration.

Outcomes - what local government wants

- Local government membership reflecting community diversity
- Elected members aware of the requirements of their office and responsibilities
- Enhanced understanding of the various approaches and structures that enable councils to meet and fulfil community expectations and statutory obligations
- A remuneration system that meets the test for effective and efficient governance
- Those considering standing for locally elected office to be well informed on the role and responsibilities of office.

Objectives - what Local Government New Zealand aims to achieve

- (i) To promote discussions and debate on the role of elected members and community governance
- (ii) To provide appropriate needs based seminars and resources to elected members to enable them to do their jobs well
- (iii) To promote the adoption of a sector-wide Code of Conduct with member councils
- (iv) To advocate a local government view on remuneration systems for elected members and assist the Government to implement the findings of the current remuneration review
- (v) To encourage greater participation and representation in local government by minority groups, Maori and women
- (vi) To assist the improvement of councils' practices re hiring chief executives and assessing performance
- (vii) Update the manual for Elected Members.

Key Outputs

- Discussion papers, workshops and research on the role of elected members

- Mid term training courses and/or fora for elected members and council staff on governance matters where needs have been identified and no other providers exist
- Increased awareness of local government through schools
- Submissions to the Government on remuneration systems and promotion of legislation, and on remuneration levels (following determinations by the Higher Salaries Commission)
- Promote for would-be and successful candidates, and strategies to encourage public awareness and participation
- Advice to member authorities and elected members on remuneration matters where possible
- Programme to encourage increased voter turnout.

Timing

- To be determined as needed; quarterly reporting.

Budget

Net Direct Costs	20,000
Overheads	<u>112,346</u>
Total	\$132,346

B.3 Communications

Issue

To achieve its strategic goals and advance specific policy and other objectives successfully, *Local Government New Zealand* must communicate strongly. It must influence stakeholder opinion effectively on behalf of the sector. It must also communicate well to its internal audience, ie to all of its member authorities.

Outcome - what local government wants

- That *Local Government New Zealand* is an outstanding and credible voice for local government, and meets the objectives set out in its communication strategy ("The Voice of Local Democracy – Shifting the Vision").

Objectives - what Local Government New Zealand aims to achieve

- (i) To implement the *Local Government New Zealand* Communications strategy:
 - to streamline our communications to members
 - to increase our use of technology
 - to produce more factual information
 - to shift our language
 - to penetrate member authorities more effectively
 - to raise the profile of National Council as the 'local democracy' leaders in New Zealand.
- (ii) To liaise and work with internal stakeholder groups, in particular the officer institutes (SOLGM, INGENIUM and others) and to liaise and work with all external stakeholder groups, in particular other sectors and their representative groups, and also including central government and its agencies (eg OAG. PCE. LGCn)
- (iii) To generate media interest and manage media liaison for *Local Government New Zealand* and the local government sector-to produce and implement a clear media strategy
- (iv) To review communications activities regularly.

Key Outputs

- Media releases
- Publications eg: LGNewZ, MemberZ
- Web Strategy as a communications tool, eg: Chatrooms
- Protocols for intelligent use of databases
- Targeted, value added information

- Speeches
- Events.

Timing

- To be determined as needed; quarterly reporting.

Budget

Net Direct Costs	30,000
Overheads	<u>134,300</u>
Total	\$164,300

B.4 Research, Publications and Grants

issue

There is very little (in quantity or quality) research and academic debate on local government. Such work is important to explore boundaries, develop thinking, identify issues, analyse changes, and place New Zealand's local government development into a global context. These initiatives will aid the visibility and profile of the sector and its role in the co-governance of the country. Proposals for a Research Foundation are in place to advance research in the years ahead.

Outcomes - what local government wants

- High quality information, debate and research on local government.

Objectives - what Local Government New Zealand aims to achieve

- (i) To promote research where there are "gaps" in the understanding of strategic issues facing local government in New Zealand
- (ii) To promote and encourage debate and research into local government by universities and others through the Local Government Research Foundation. Where appropriate *Local Government New Zealand* will work jointly with other agencies, eg SOLGM
- (iii) To service the Local Government Research Foundation (self-funding), and Dame Cath Tizard Scholarship, to meet requirements of each scheme.

Key Outputs

- Research monographs
- Local Government Foundation supported
- Scholarships awarded
- Higher profile of local government in academic work.

Timing

- To be determined as needed; quarterly reporting.

Budget

Net Direct Costs	7,000
Overheads	<u>78,475</u>
Total	\$85,475

B.5 International

Issue

To the extent resources allow, *Local Government New Zealand* needs on behalf of the sector as a whole both to contribute to global local government and its independence and quality, and to gain from others' experiences. This enhances the quality and standing of local government in New Zealand and its role in the governance of the country.

Outcomes - what local government wants

- Productive ongoing relationships with identified organisations or individuals in a cost effective manner
- Increased awareness of the needs of and challenges facing local government internationally, to aid our own strategic goals
- Recognition of the contribution to good local governance made by modern local government in New Zealand.

Objectives'- what Local Government New Zealand aims to achieve

- (i) To contribute to the international discourse on good local governance
- (ii) To maintain active reciprocal relationship with the Australian Local Government Association (ALGA) and related organisations
- (iii) To retain membership and affiliation with the International Union of Local Authorities -Asia and Pacific (IULA-ASPAC) and to keep membership under review
- (iv) To retain membership and affiliation with the Commonwealth Local Government Forum (CLGF), with particular reference to promoting its aims (promotion of democracy, good local governance, and local government capacity building) among New Zealand's Pacific Island neighbours. with overseas development aid funding from the New Zealand Government wherever possible
- (v) To provide limited support in identified cases for the building of local government capacity in countries in need and contribute to the partnership relationship between *Local Government New Zealand* and Fiji's Local Government Association, with assistance from CLGF, MFAT and drawing on SOLGM if required
- (vi) To explore/maintain relationships with other relevant agencies such as CLAIR, ICLEI, etc
- (vii) To welcome and assist overseas visitors as resources allow and provide introductions and contacts to member authorities.

Key Outputs

- Membership of or contributions to international organisations
- Attendance and speeches at a limited range of international meetings and conferences where justified
- Information for overseas enquirers and limited support on request.

Timing

- To be determined as needed; quarterly reporting.

Budget

Net Direct Costs	50,000
Overheads	<u>26,079</u>
Total	\$76,079

9.6 Client and Information Management Services

Issue

As part of our core business, *Local Government New Zealand* needs to capture up-to-date information, and add value to it, as an input to policy issues, provide information to member authorities, and promote and support information sharing. *Local Government New Zealand* also needs the technology platform to achieve this.

Outcomes - what local government wants

- Member authorities, external stakeholders and *Local Government New Zealand* staff, have timely access to relevant, quality information.

Objectives - what Local Government New Zealand aims to achieve

- (i) To upgrade and develop the web as a more effective, interactive communications tool (refer Web Strategy)
- (ii) To maintain an information collection on local government that adds value to existing data in both New Zealand and overseas
- (iii) To provide a fast, efficient, accurate and friendly enquiries response and research services to member authorities and external stakeholders
- (iv) To improve the quality and quantity of electronic messages/ publications to member authorities
- (v) To monitor central government processes through key contacts in central government. access to relevant web-based services, subscriber services, media tracking, tracking of Bills, Select Committees, Government speeches, etc
- (vi) To have fast response times in finding data for staff and member authorities
- (vii) To have efficient internal information management services.

Key Outputs

- Intranet and website facilities
- Collection of base information, databases, reports and "stories"
- User friendly and efficient databases
- A library and archives collection
- A technology platform that supports *Local Government New Zealand* objectives.

Timing

- To be determined as needed; quarterly reporting.

Budget

Net Direct Costs	71,000
Overheads	<u>61,563</u>
Total	\$132,563

9.7 Internal Governance

Issue

The success of *Local Government New Zealand* in its work on behalf of the sector is influenced by the nature and quality of the leadership provided by the National Council, the quality and application of its Governance Policy, the integrity of its constitution enabling the membership to act collectively.

Outcomes - what local government wants

- Quality governance. Quality stewardship of the constitution.

Objectives - what Local Government New Zealand aims to achieve

- (i) To support National Council in applying and reviewing its Governance Policy to ensure effective leadership, policies, practices and capacity building
- (ii) To provide quality reporting systems, meetings support, and follow-up; manage National Councillors' travel costs and allowances according to policy
- (iii) To manage liaison with and costs of the Presidential team, such as honoraria, costs, and travel
- (iv) To organise the Annual General Meeting
- (v) To monitor application of the constitution.

Key outputs:

- Regular monitoring of Governance Policy
- Four to five National Council meetings a year
- Expenses managed accurately and promptly, to policy
- One AGM.

Timing

- Report each two months to National Council meetings.

Budget

Net Direct Costs	75,000
Overheads	<u>190,834</u>
Total	\$265,834

B.8 Strategic and Annual Planning

Issue

There is a need for National Council as the governance body to monitor and review the organisation's mission, set long term strategic goals and priorities, and ensure projects and programmes are selected each year for their ability to achieve these ends. The existing Strategic Plan, "Full Forward Five", comes to an end in 2001; the process of reviewing and recreating it commenced in 1999/2000 and will be completed in this year. Both strategic (long term) and operational (annual) planning need to be developed with processes that are transparent to and involve the input of member authorities.

Outcomes – what local government wants

- Effective and proactive long term and annual goals for the organisation as local government's representative body.

Objectives - what Local Government New Zealand aims to achieve

- (i) To measure progress against current year's plan and undertake planning for 2001/2002
- (ii) To complete the review of the *Local Government New Zealand* current Strategic Plan – "Full Forward Five".

Key Outputs

- Annual Work Programme for 2001/2002
- Reviewed Strategic Plan
- Annual Report for 2001/02.

Timing

- To be determined as needed; quarterly reporting.

Budget

Net Direct Costs	4,000
Overheads	<u>44,437</u>
Total	\$48,437

B.9 Zones and Sectors

Issue

Effective leadership and communication with membership through responsiveness to issues as they arise through the zones and sectors. Effective joint responsibility for their success.

Outcomes – what local government wants

- *Local Government New Zealand* National Council and staff aware of and responding to the needs and concerns of its members
- Zone and sector groupings operate effectively and in accordance with established protocols and the constitution
- Promotion of Local Government matters through media exposure of Zones and Sector Groups.

Objectives - what Local Government New Zealand aims to achieve

- (i) To provide *Local Government New Zealand's* contribution to zones, including: zone protocol; agenda and policy content; liaison with zones; and actioning outcomes as required
- (ii) To provide *Local Government New Zealand's* contribution to sector groups (as for zones, as and when required)
- (iii) To manage logistics and meet costs of attendance policy (one of Presidential team and one senior staff).
- (iv) To organise and meet costs of a Zone Chairs/Secretaries Workshop.

Key outputs:

- Regular attendance at all zone meetings by at least one Presidential Team member and one staff member
- Quality reports and participation at zone meetings
- Support for sector meetings as required.

Timing

- To meet timing needs as defined by dates of zone and sector meetings.

Budget

Net Direct Costs	25,000
Overheads	<u>109,446</u>
Total	\$134,446

B.10 Conference – Future Years

Issue

Planning for future conferences is a major **Local Government New Zealand** project. Conference is now run on a basis of “two years on, one year off”, with a seminar to replace conference in the off year. The next conference is 2002. Planning for the 2002 conference needs to be undertaken in the 2001/02 financial year.

Outcome - what local government wants

- Decisions are addressed and resource commitments entered into to enable conference (and seminar) beyond the current year to be appropriately planned for.

Objectives - what Local Government New Zealand aims to achieve

- (i) To review policies and framework covering conference operation
- (ii) To agree seminar outlines and commence planning
- (iii) To decide future venue for 2003 conference.

Key Output:

- Planning underway including theme, speakers, programme and outline
- Policies and frameworks reviewed and in place
- Venues known.

Timing

- Separate detailed project plan in place.

Budget

Net Direct Costs	2,000
Overheads	<u>41,683</u>
Total	\$43,683

B.11 Governance of the LGITO

Issue

Local Government New Zealand has governance ownership of, and responsibility for, the Business Unit it has set up called the **Local Government Industry Training Organisation** (LGITO). It needs to undertake this role effectively and efficiently as part of its stated goal of enhancing sector performance. The Unit's actual operation is fully self-funding.

Outcome - what local government wants

- . Quality governance of the LGITO.

Objectives - what Local Government New Zealand aims to achieve

- (i) To ensure the effective governance of the LGITO
- (ii) To review the Board appointments for 2001 and beyond.

Key Outputs

- . Advice to National Council on the full range of LGITO governance matters
- . Recommendations on appointments to the Board
- . Commentaries for National Council on the quarterly reports from the LGITO Board.

Timing

- . To be determined as needed; quarterly reporting.

Budget

\$0

B. 12 Contract Servicing – Civic Assurance

Issue

Local Government New Zealand provides administrative services to Civic Assurance.

Outcome – what local government wants

- Contract fulfilled to Civic Assurance specification and all costs to *Local Government New Zealand* met.

Objectives - what Local Government New Zealand aims to achieve

- (i) To negotiate and keep under review quantum and cost of service to be provided
- (ii) To liaise with LGIC to monitor contract operation.

Key outputs

- Delivery of services in the areas of reception, telephone, facsimile transmission and IT services to specification.

Timing

- As per terms of contract.

Budget

- 'Net Direct Credit to Overheads of \$(48,126)

Acronyms

AGM	Annual General Meeting
ALGENZ	Association of Local Government Engineers of New Zealand
ALGIM	Association of Local Government Information Managers
DIA	Department of Internal Affairs
ERMA NZ	Emergency Risk Management Authority New Zealand
HSNO	Hazardous Substances and New Organisms Act
IT	Information Technology
LGITO	Local Government Industry Training Organisation
LGRT	Local Government Rural Trust
LTSA	Land Transport Safety Authority
MfE	Ministry for the Environment
MoT	Ministry of Transport
PCO	Professional Conference Organiser
RMA	Resource Management Act
SOLGM	Society of Local Government Managers