



***Local Government New Zealand***

*te pūtahi matakōkiri*

WORK PROGRAMME

2004/05

MARCH 2004

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***Local Government New Zealand***

## Work Programme and Budget

I am pleased to present the *Local Government New Zealand* work programme for the 2004/05 financial year.

This document follows now the established practice of combining the work programme and budget, with the objective of presenting to members a simplified description of our proposed activities, grouped together transparently by category of issue. Once again, overheads are not fully allocated to individual projects, reflecting both the fact that much of our activity has impact on and relevance to multiple issues, and the unpredictability of many of those activities, dictated by the need to respond to often externally-driven legislative and regulatory agendas.

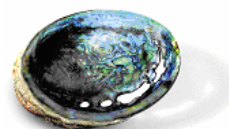
2003/04 was a turbulent year which saw turnover in six staff positions, including the Chief Executive. Some vacancies were held open until the arrival of the new Chief Executive in November 2003 and this resulted in an atypically low expenditure on staff remuneration. We have now completed a series of permanent appointments which will restore us to close to 2003/04 levels, and give us the resources to both respond to members' needs and to deliver our 2004/05 work programme. This will also result in a staff remuneration budget above the unusually low level of 2003/04. Despite this, we have held total forecast expenditure for 2004/05 to 95% of budgeted 2003/04 levels, and 90% of our likely actual outcome for 2003/04.

On the other hand, 2004/05 revenues are down by 15% on our forecast 2003/04 outcome. Last year we enjoyed a one-off benefit from significant pre-payment of KnowHow revenues, which distorted the real ability of current subscription levels to fund the desirable range of *Local Government New Zealand* activities. At the same time I am mindful of the need to constrain costs to members, particularly in light of the fact that 2004/05 involves local government elections and the likelihood of a number of changes to the National Council membership during the 2004/05 budget year. For these reasons we have decided to hold member subscriptions to 2003/04 levels, and to meet an \$80,000 funding shortfall for 2004/05 from the operating surplus of 2003/04. In justification of this decision, much of the work proposed for the 2004/05 year in the local democracy and local government funding portfolios is a continuation of initiatives commenced in 2003/04, and for which member contributions met a significant part of both the costs of start-up and ongoing delivery.

Concerning the content of our proposed 2004/05 work programme, specific activities are listed in the following draft. We have slightly re-aligned the portfolios to enable categorisation of initiatives into the four local government accountabilities of environment, economic, cultural and social wellbeing. Reflecting the reality of local authority elections in 2004, an important focus of the 2004/05 work programme involves coordination of activities with other agencies to improve the quality and rate of voter participation. High work levels continue in the environmental and infrastructural areas, while there are an increasing number of initiatives in most areas of sustainable development, and in particular in the area of economic wellbeing.

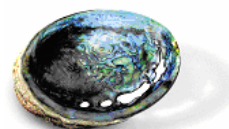
Basil Morrison  
President  
*Local Government New Zealand*

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## ***Budget – Forecast***

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### *Summary of Income and Expenditure*

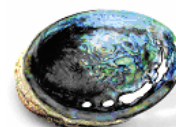
<b>Income</b>	<b>Budget 2003/04 (\$)</b>	<b>Forecast 2003/04 (\$)</b>	<b>Budget 2004/05 (\$)</b>
Subscriptions	2,744,236	2,738,513	2,744,236
Special Levy – Apportionment	0	0	0
Special Levy – LGA Implementation	0	0	0
Sales	702,000	1,028,708	688,000
Contract Services	969,754	805,655	831,400
Interest	79,000	79,000	80,000
Pre-payments from previous year	183,500	446,985	0
<b>Total Income</b>	<b>4,678,490</b>	<b>5,098,861</b>	<b>4,343,636</b>

### **Expenditure**

Administration Expenses	757,529	827,415	717,230
Travel and Accommodation	180,904	215,761	228,600
Legal Fees	159,000	160,861	103,000
Consultants Fees	1,256,000	1,055,136	1,112,000
Printing, Stationary & Photocopying	259,750	421,678	184,000
Other Operating Expenditure	755,575	934,591	634,500
National Council Remuneration	58,000	58,000	64,500
Staff Remuneration	1,222,113	1,222,113	1,380,000
<b>Total Expenditure</b>	<b>4,661,542</b>	<b>4,895,555</b>	<b>4,423,830</b>

### **Surplus**

<b>Operating Surplus/(Deficit) before Tax</b>	<b>16,948</b>	<b>203,306</b>	<b>-80,194</b>
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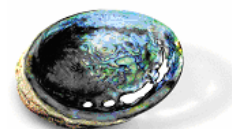
## ***Interpretation***

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As was our practice in last year's work programme, we have quantified the magnitude of each portfolio in the draft work programme.

The following definitions are used:

<b>Staffing Required</b>	High, Medium or Low, reflecting the level of staff resource that will be required to deliver the proposed programme.  <i>High</i> - a substantial amount of staff time is committed to the project  <i>Medium</i> - a moderate amount of staff time is committed to the project  <i>Low</i> - very little <i>Local Government New Zealand</i> staff time is committed to the project and either that it is a small amount of work or that the work is contracted out.
<b>Member Non Financial Contribution</b>	This is listed as either High, Medium or Low reflecting the amount of support <i>Local Government New Zealand</i> will need from member Councils through involvement in project teams, and policy processes
<b>Direct Expenditure</b>	This is the budgeted amount of expenditure directly related to the project, excluding overheads
<b>Direct Income</b>	This is the budgeted amount of income directly related to the project, excluding subscriptions. This includes income from grants or contracts for service as well as from forums, workshops etc and the sale of products or services.



## ***Portfolio 1 – Local Democracy and Legislative Framework***

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### *Outcomes*

A vibrant local democracy, high levels of citizen engagement and a modern legislation framework.

### *Projects/Outputs*

- Promote to the Government of the need to review and modernize:
  - The Members Interests Act
  - The Local Government Information and Meetings Act
- Promote the establishment of a local democracy programme in New Zealand schools
- Promote awareness of citizen participation in the 2004 elections:
  - Participation in coordinating committee
  - 0800 participate number
  - Brochure for prospective elected members
- Participate in the Electoral Officers Working Party
- Research into voting in the 2004 elections in partnership with the Local Government Commission and interested councils
- Review the process for setting parliamentary electoral boundaries to investigate opportunities for alignment with local authority boundaries.

### **Budget**

Staffing Required:	Medium
Member non-financial contributions:	Medium
Direct Expenditure:	\$30,000
Direct Income:	\$0

## ***Portfolio 2 – Local Government Funding and Performance***

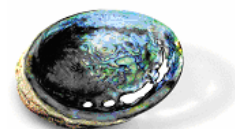
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### *Outcomes*

The local government sector with access to appropriate funding tools to enable it to achieve excellence in performance.

### *Projects/Outputs*

- *Local Government New Zealand* participation in joint officials funding project team:
  - Research



- Officials' participation
- Consultation/seminars
- Lobbying
- Public access to key information about the local government sector:
  - Financial database survey
  - Collation of annual report data
  - Web based resource
  - Research
- Advice to councils on funding/performance issues:
  - Participate in SOLGM Financial Working Party
  - Respond to council and public requests
  - Advise Government on funding issues
- Contribute to review of the Rates Rebate Scheme
- Continue to investigate and promote new form of local government funding:
  - e.g. Rates Postponement Scheme
- ANZCOG Scholarship:
  - Held over.

## **Budget**

Staffing Required:	High
Member non-financial contributions:	Medium
Direct Expenditure:	\$45,000
Direct Income:	\$0

## ***Portfolio 3 – Local Government KnowHow***

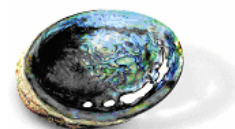
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### *Outcomes*

A sector equipped with information and resources to enable it to achieve good practice in meeting community expectations, promote wellbeing and comply with its statutory obligations.

### *Projects/Outputs*

- Professional Development Programme for elected members:
  - Programme board established
  - Case studies completed
  - Presenters selected
  - Training modules offered to members and promoted
- Local government awards for excellence and innovation:
  - Draft awards programme prepared



- Potential Sponsors identified
- Selection processes mapped
- Awards programme in place for launch in 2005
- Elected member handbook:
  - Complete final draft
  - Print
  - Promote
- Development of web-based good practice modules
  - Turn resources into web format (conditional on funding)
- Publication of research paper on innovative approaches to community engagement:
  - Completion
  - Publication
- Develop standard approach to assist councils monitor achievement of comm. outcomes: (Conditional on funding.)
  - Assessment of options
  - Consultants on proposal
  - Implementation
- Victoria University research project into local government strategic decision making:
  - Participation in steering committee
  - Contribution to papers
- Community Board guidelines:
  - Research into models of community board council relationships
  - Draft guide
  - Seminars
- Maori participation: (Conditional on funding)
  - Identify of good practice
  - Publication of case studies
  - Seminars (with TPK/DIA)
- National/regional fora/seminars on issues related to good practice and compliance: (Programme conditional on self funding.)
  - E.g. Promoting wellbeing
- Workshop for New Mayors
- Introductory KnowHow guide to the Electoral Act: (Conditional on funding.)
  - Drafting
  - Publication.

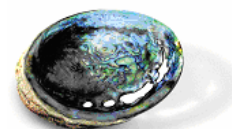
## **Budget**

Staffing Required:

Member non-financial contributions:

Direct Expenditure: \$37,500

Direct Income: \$0



## ***Portfolio 4 – Sustainable Development***

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### *Outcomes*

A sector that has embraced sustainable development principles.

### *Projects/Outputs*

- Continue to support local government sustainable development project team
- Work with government departments to develop systems that monitor the uptake and implementation of sustainable development
- Monitor and contribute to the sustainable cities initiatives (largely being carried out in Auckland) and assist in ensuring the learnings emerging from the Auckland work are shared with other cities in New Zealand
- Monitor, contribute to and share the learnings amongst all local authorities arising from initiatives being led by the Ministry for the Environment towards quality urban design.

### **Budget**

Staffing Required:	Medium
Member non-financial contributions:	Medium
Direct Expenditure:	\$38,000
Direct Income:	\$37,500

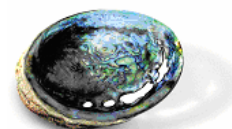
## ***Portfolio 5 – Environment Wellbeing***

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### *Outcomes*

Environmental legislation, policy and programmes that recognise and optimise the role that the Local Government may play in contributing to:

- High levels of energy efficiency
- Reduced volumes of waste
- More efficient use of resources
- A reversal of the rate of decline of bio-diversity
- Reduced greenhouse gas emissions
- An effective bio-security strategy for New Zealand
- Reserves, recreation and open space provisions that meet the needs of New Zealanders
- A revised framework for managing the oceans of New Zealand.

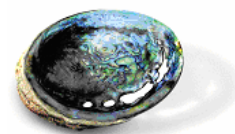


### *Projects/Outputs*

- Monitor and work with Energy Efficiency Conservation Authority
- Prepare an action plan for inclusion in the proposed 2004 Packaging Accord
- Monitor and contribute to initiatives arising from the New Zealand Waste Strategy
- Respond to particular sector or central government waste management initiatives eg those relating to the disposal of tyres
- Work with the Ministry for the Environment and others on policy related to water allocation, water quality and waters of national significance policy
- Contribute to the development of oceans policy
- Monitor and assist with the implementation of the New Zealand bio-security strategy
- Work with the Department of Conservation to review the Reserves Act Guidelines and amend the Reserves Act 1974
- Lobby for an appropriately pitched national policy statement on bio-diversity on private land
- Manage and provide oversight to consultants contracted to build capacity of Local Government to carry out Bio-diversity enhancement tasks
- Work with Ministry for Environment to document bio-diversity gains on private land
- Work with the New Zealand Climate Change Office to assist local authorities to mitigate and adapt to climate change.

### **Budget**

Staffing Required:	Medium
Member non-financial contributions:	Medium
Direct Expenditure:	\$86,000
Direct Income:	\$80,000



## ***Portfolio 6 – Economic Wellbeing***

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### *Outcomes*

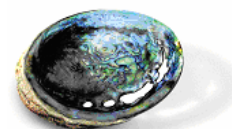
Councils aware of the importance of economic wellbeing and economic development. Promotion of business-friendly councils and collaborative partnerships, development of skills and resources for the sector, and the encouragement of systematic evaluation of activities.

### *Projects/Outputs*

- Promote the concept of economic wellbeing to the local government sector
- Promote the existing economic development good practice guides
- Promote the key initiatives identified in the strategy “A Way Forward for Local Government – Economic Development” and in particular:
  - Development and promotion of good practice in economic development incentives and quadruple bottom line reporting
  - Develop good practice products for service delivery between councils and Economic Development Agencies;
  - Promote training opportunities for council staff, in addition to economic development staff;
  - Develop an evaluation framework for councils in economic development activities
- Support the recommendations of the review of the Regional Partnership Programme including, in particular, promoting good practice governance, local leadership and utilisation of community outcomes and LTCCP processes
- Coordination with Lincoln University in developing a tourism planning tool kit (including governance and RMA guides) and promotion of training to the local government sector
- Promote the uptake of the New Zealand local government filming protocol, by local authorities
- Provide policy support to the Mayors’ Taskforce for Jobs and administer the contractual arrangements for government agencies and Workwise Solutions
- Support the regional immigration initiative and promote local government best practice in immigrant settlement practices
- Promotion and support of international trade to the local level
- Provide effective working relationships with key sector agencies, EDANZ and Sister Cities NZ.

### **Budget**

Staffing Required:	Medium
Member non-financial contributions:	Medium
Direct Expenditure:	\$140,000



Direct Income: \$100,000

Note: scale of activity depends on external funding being secured

## ***Portfolio 7 – Cultural Wellbeing***

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### *Outcomes*

Councils' contribution to cultural wellbeing recognized and enhanced through sharing of good practice.

### *Projects/Outputs*

- Assist councils by documenting and sharing good practice in responding to community diversity in their districts. Focus on:
  - Approaches to the settlement of new migrants
  - Working with ethnic councils
- Continue to work with cultural agencies on regional cultural wellbeing seminars
- Liaise with and advocate for local government interests to SPARC/CNZ/Min Arts/Heritage Places/Te Papa
- Continue to work with strategic allies in cultural sector:
  - Complete mou with LIANZA
  - Ongoing liaison with Creative NZ
- Commission Report into the effectiveness of Creative Communities. (Conditional on funding).

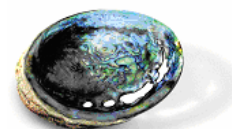
## **Budget**

Staffing Required: Low

Member non-financial contributions: Low

Direct Expenditure: \$10,000

Direct Income: \$0



## ***Portfolio 8 – Social Wellbeing***

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### *Outcomes*

Councils understand the range of ways in which they contribute to social well-being. A local government perspective provided to central government to ensure social policy development meets community priorities.

### *Projects/Outputs*

- Strengthen the local government and voluntary sector relationships:
  - Work with the voluntary sector office
  - Document examples of good practice
- Research into effectiveness of the Gambling Act:
  - Analyse gaming policies
  - Work with others to undertake research into the distribution of gaming profits through community grants
  - Work with the Problem Gambling Foundation
- Organise with ACC a conference on local government and safer communities:
  - Planning underway for July
- Liaise with Police and others regarding options for promoting training in Crime Prevention through Environmental Design
- MSD and regional social development strategies.

### **Budget**

Staffing Required:	Medium
Member non-financial contributions:	Medium
Direct Expenditure:	\$20,000
Direct Income:	\$0

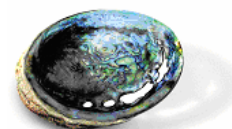
Note: scale of activity depends on external funding being secured.

## ***Portfolio 9 – Regulation***

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### *Outcomes*

Regulatory responsibilities of local government are implemented in an efficient and effective way, with minimised compliance costs.

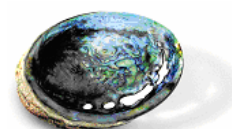


### *Projects/Outputs*

- Participation in a programme to build the capacity of local government to implement the Resource Management Act, while reducing compliance costs for business
- Input to any further amendments to the Resource Management Act that may arise
- Contributions to legislative amendment to overcome problems with weathertightness and consumer protection
- Assistance to the Building Industry Authority in implementing the new Building Act
- Submission and participation in the further development of the Public Works Amendment Bill
- Submissions to and participation in the development of a Public Health Amendment Bill
- Assistance with the implementation of the Dog Control Act
- Assistance with the implementation of the Prostitutes Decriminalisation Act
- Assistance with the development of a new food safety regime
- Clarification of the relationship between the Local Government Act and the Resource Management Act
- Work with the Ministry for the Environment to develop an appropriate policy framework for managing aquaculture and submit on legislative amendments
- Contribute to further developments of new policy for the management of hazardous substances
- Provide policy advice and assist local authorities with the implementation of the government's seabed and foreshore policy, including the preparation of submissions on a Seabed and Foreshore Bill
- Work with the Department of Internal Affairs and others to refine the regulatory framework applied to local government.

### **Budget**

Staffing Required:	High
Member non-financial contributions:	High
Direct Expenditure:	\$125,000
Direct Income:	\$65,000



## ***Portfolio 10 – Transport***

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### *Outcome*

A sustainable, safe and well-funded but affordable transport system over which local government and communities have a strong influence.

### *Projects/Outputs*

- Further development and advocacy in support of additional funding and alternative instruments for funding transport infrastructure
- Participation in and submissions to the proposed Land Transport Management Amendment Bill (the second Bill) and other transport legislation
- Advocacy to Transfund on Allocation Processes and Financial Assistance Rates
- Advocacy on the Government’s Transport Sector Review
- Support the Road Controlling Authorities Forum, its restructuring and activities
- Research, advocacy and submissions in relation to land transport safety
- Support implementation of the Road Safety Strategy 2010.

### **Budget**

Staffing Required:	High
Member non-financial contributions:	Medium
Direct Expenditure:	\$53,000
Direct Income:	\$17,000

Note: scale of activity depends on external funding being secured.

## ***Portfolio 11 – Utilities***

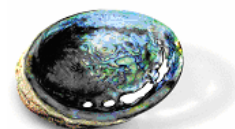
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### *Outcome*

Local government, road controlling authorities and utility operators working together to achieve a corridor management regime that recognises the needs of all parties, within a robust legal framework.

### *Projects/Outputs*

- Support for and participation in the work of the New Zealand Utilities Advisory Group and Project Team, including key roles in supporting:
  - Best Practice Guides:



Code of Practice – Working in the Road and Guidelines on  
Partnership Agreements, Valuation, RMA, information systems and  
Risk and Emergency Management

➤ NZUAG road shows to promote best practice guidelines

- Promote new legislation required to improve and support current practice
- Monitoring utilities policy and legislation.

## **Budget**

Staffing Required:	Medium
Member non-financial contributions:	Medium
Direct Expenditure:	\$6,500
Direct Income:	\$0 [funded as separate business unit]

## ***Portfolio 12 – Water and Wastewater***

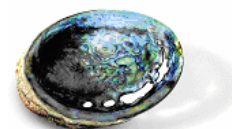
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### *Outcome*

Water, wastewater and stormwater services delivered in an efficient and effective manner, and within a robust legislative framework. The national benefits that accrue from the delivery of these services are acknowledged by provision of appropriate central government assistance.

### *Projects/Outputs*

- Continued advocacy on behalf of the sector
- Liaison with the Ministry of Health Sanitary and Water Technical Advisory Committee on the Sanitary Works Subsidy Scheme
- Co-ordination of a technical group and submissions on mandated drinking water proposals, and related legislation
- Advocacy to secure a drinking water subsidy scheme to support the implementation of the mandatory drinking water standard
- Support the implementation of the water and sanitary services assessment requirements outlined within the Local Government Act 2002
- Support and promotion of advanced asset management
- Monitoring water service delivery, legislation and policy.



## **Budget**

Staffing Required:	Medium
Member non-financial contributions:	Medium
Direct Expenditure:	\$30,000
Direct Income:	\$0

## ***Portfolio 13 – e-Local Government***

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### *Outcomes*

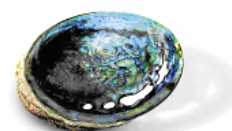
Implementation of the e-local government strategy across local government in New Zealand and related initiatives.

### *Projects/Outputs*

- Promote council services on the all of government portal
- Support LGOL in the development and advocacy of appropriate web-based solutions for local government
- Develop schema-based District Plans
- Support for libraries and CAB as the source of government information for the public
- Appraise and adopt e-government unit standards and tools for local government
- Evaluate local government website/portal for research purposes by local government staff and others
- Promote a national geospatial strategy
- Sectoral coordination of responses to central government e-initiatives
- Support the government's connecting communities strategy
- Develop submission and participation tools
- Support adoption of e-government shared services architecture for local government.

## **Budget**

Staffing Required:	Medium
Member non-financial contributions:	Medium
Direct Expenditure:	\$143,000
Direct Income:	\$104,000



Note: scale of activity depends on external funding being secured

## ***Portfolio 14 – Standards and Codes of Practice***

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### *Outcome*

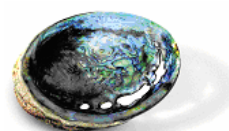
To promote consistency and best practice by the development of New Zealand Standards, codes of practice and handbooks that meet the needs of the local government sector.

### *Projects/Outputs*

- Manage the implementation of the agreed Standards New Zealand three year work programme which includes:
  - Contribution to update of concrete structures standard to meet loadings code requirements
  - Developing model specifications and standards for the maintenance of parks and recreation facilities
  - Developing recreation signage standards
  - Reviewing of model Trade Waste bylaws
  - Revision of outside domestic waste water management standard
  - Updating of standard for domestic solid fuel burning appliances
- Support and nominate sector representatives on Standards New Zealand committees
- Promote government funding for Standards New Zealand to adequately recognise the public good of their activities.

### **Budget**

Staffing Required:	Medium
Member non-financial contributions:	Medium
Direct Expenditure:	\$230,000
Direct Income:	\$230,000



## ***Portfolio 15 – Emergency Management and Emergency Services***

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### *Outcome*

Clear understanding and full implementation of local government’s civil defence and emergency management responsibilities.

### *Projects/Outputs*

- Monitor implementation of the Civil Defence Emergency Management Act
- Contribute to the work being led by the Department of Internal Affairs on stage 2 of the Fire Service Review
- Monitor legislative amendment proposals arising from rural fire legislation.

### **Budget**

Staffing Required:	Low
Member non-financial contributions:	Low
Direct Expenditure:	\$10,000
Direct Income:	\$0

## ***Portfolio 16 – Ready Response***

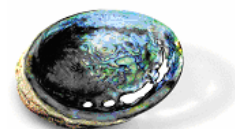
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### *Outcomes*

Modern, relevant and effective legislative framework for local government. Statutory “anomalies” or emerging issues addressed professionally and quickly to reduce costs to sector. Apportionment issue resolved at least cost to the sector.

### *Projects/Outputs*

- Continued assistance to the Chatham Islands Council to secure a sustainable future for local governance on the Islands
- Contingency budget for unplanned issues costs to enable response to emerging issues
- Support for declaratory judgement on the rating of marine farms etc



## **Budget**

Staffing Required:	Low
Member non-financial contributions:	Low
Direct Expenditure:	\$84,000
Direct Income:	\$40,000 [estimated contributions to Marine farms case]

## ***Portfolio 17 – Internal Governance***

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### *Outcome*

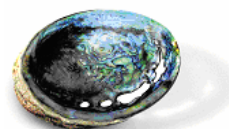
Effective governance and sound management of *Local Government New Zealand*.

### *Project/Output*

- Meetings and operation of the National Council and elections for the President and Vice-President
- Continued support to Zones and Sectors reflecting the importance of these groups in engaging with members
- Support for the Community Boards Executive during meetings for the next 12 months
- Support for Community Board Executive Committee
- Examination of initiatives to facilitate participation by Maori elected members in local government.

## **Budget**

Staffing Required:	Low
Member non-financial contributions:	\$0
Direct Expenditure:	\$95,000
Direct Income:	\$0



## ***Portfolio 18 – Communications***

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### *Outcome*

Credible, effective and outstanding communications and information services activity for the sector and for *Local Government New Zealand*.

### *Projects/Outputs*

- Communications processes that match communication channels with the needs of each member Council, and other key stakeholders
- Web development and enhancement
- Effective networking and communication with key stakeholder groups
- Supporting effective policy development and implementation
- Work to promote effective participation in 2004 elections
- Enhanced direct mail, newsletters, publications
- Effective operation of records/library/archive services
- Effective media liaison, feature development and work to ensure a continuing high profile for *Local Government New Zealand*.

### **Budget**

Staffing Required:	High
Member non-financial contributions:	Low
Direct Expenditure:	\$105,500
Direct Income:	\$61,500

## ***Portfolio 19 – International***

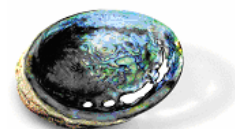
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### *Outcomes*

New Zealand local government participating in relevant international networks to contribute to the world wide growth in recognition of the importance of local government. New Zealand local government contributing to the building of capacity in local government in the Pacific, in partnership with Ministry of Foreign Affairs and Trade and the Commonwealth.

### *Projects/Outputs*

- Continue membership of IULA and local IULA/ASPAC branch
- Participate as a board member in the Commonwealth Local Government Forum.



- Work with CLGF to promote council to council partnerships.
  - Meet cost of President and Secretary of Fiji LGA attending the LGNZ conference.
- Liaise with Sister Cities NZ to promote exchanges with developing nation local governments.

### **Budget**

Staffing Required:	Low
Member non-financial contributions:	Low
Direct Expenditure:	\$45,000
Direct Income:	\$0

Note: scale of activity depends on external funding being secured

### ***Portfolio 20 – Conference Current Year (Auckland)***

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#### *Outcome*

That a successful conference will be held in Auckland

#### *Projects/Outputs*

- Conference held on an economically viable basis, to widespread member satisfaction.

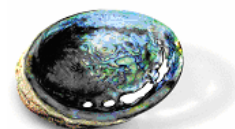
### **Budget**

Staffing Required:	High
Member non-financial contributions:	Low
Direct Expenditure:	\$521,000
Direct Income:	\$628,000

Note: approximately \$100,000 of Local Government New Zealand staff time is devoted to the operation of the conference.

### ***Portfolio 21 – Conference 2005***

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*Outcome*

Preparatory work and planning to ensure that a successful conference be held in 2005.

*Projects/Outputs*

- conference planning well advanced
- conference organisers engaged.

**Budget**

Staffing Required: Medium

Member non-financial contributions: Low

Direct Expenditure: \$36,000

Direct Income: \$0

