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# WE ARE.

**Top value councils  
for communities.**

**Local Government Excellence  
Programme prospectus –  
performance assessment system**

June 2016

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# This document sets out in detail the independent performance assessment system for the Local Government Excellence Programme.

The performance assessment system is a core component of the Local Government Excellence Programme, where councils will be assessed against four priority areas and provided with an independent assessment rating and supporting commentary on how they are performing.

This document outlines:

- The performance framework developed for the Programme's performance assessment system;
- The performance measurement principles underlying the selection of the performance indicators;
- The working set of performance indicators under each of the four priority areas; and
- The cost for Foundation Councils participating in the first year of the Programme.

This document has been prepared for councils considering becoming a Foundation Council for the first year of the Programme commencing from July 2016.

This document should be read in conjunction with the Programme's prospectus, *Local Government Excellence Programme prospectus – overview*, which is available on the Programme website [www.topvaluecouncils.co.nz](http://www.topvaluecouncils.co.nz) and LGNZ's Member Portal.



**The performance**

**assessment**

**system**



# Introduction to the performance assessment system

The Local Government Excellence Programme is a sector-led initiative designed to improve the public's knowledge of the work councils are doing in their communities and to support individual councils to further improve the value they provide to all New Zealanders.

The Programme incorporates an independent assessment system to assess how councils are performing. It employs expert independent assessors to look at council performance across four priority areas, as identified through the 2015 New Zealand Local Government Survey:

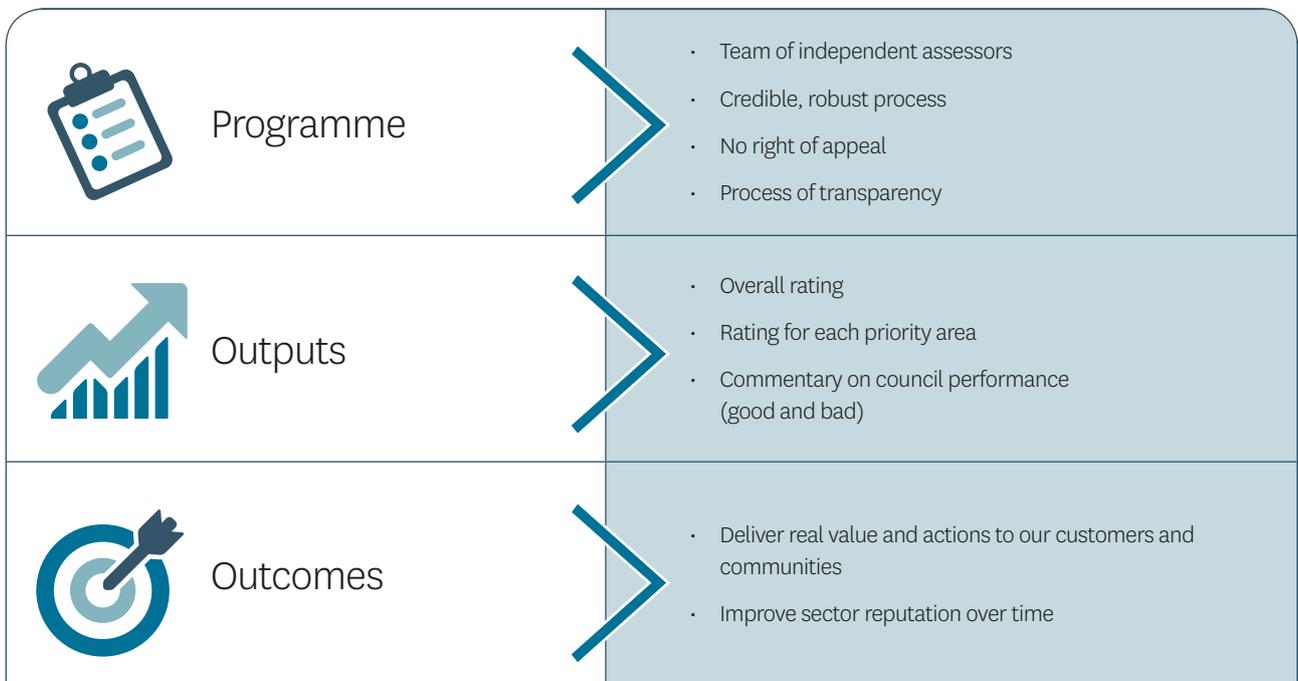
- Governance, leadership and strategy;
- Financial decision-making and transparency;
- Service delivery and asset management; and
- Communicating and engaging with the public and business.

Participating councils will receive an overall performance rating, with commentary on their performance. Councils will also be assessed on each of the four priority areas, and provided with information on their strengths and weaknesses.

It is then up to each council to review their results, develop an action plan and engage with their communities on the issues that matter locally. The council's ratings will be published and the assessment will be repeated every three years to monitor progress.

Figure one sets out how the Programme is intended to drive improvements in the local government sector.

Figure 1: How will the Programme work?



## Development of the performance assessment system

Local Government New Zealand and Cameron Partners have developed the Programme's performance assessment system to provide councils and their communities with an independent assessment rating and supporting commentary on how a council is performing across the four priority areas. This rating provides councils, the public, businesses, central government, the media and stakeholders with a simple and accessible insight into the value and services the council are delivering, both now and over time.

The development of the assessment system has drawn on both international and local best practice, with the assessment system tailored specifically for the New Zealand local government sector.

Feedback on the assessment system was sought from members and key stakeholders throughout the development process, to ensure that the system delivers the outcomes we are seeking – a lift in the service and value delivered to our communities.

The performance assessment system will be confirmed with input from Foundation Councils, the independent assessors and the independent assessment board, prior to the commencement of assessments.

This section sets out the key principles, framework and the working set of performance indicators that sit behind the Programme's performance assessment system.



## Performance measurement principles

Table one below sets out the performance measurement principles that have guided the identification and selection of appropriate performance indicators for the Local Government Excellence Programme.

For the Programme to be successful, it is essential that the performance indicators incentivise the right behaviours and outcomes from councils, leading to improved customer experience and reputation over time.

Table 1: Performance measurement principles

Principle	Description
Relevant and informative	<ul style="list-style-type: none"> <li>• Meaningful to customer needs</li> <li>• Indicates whether goals and objectives are being met</li> <li>• Provides relative (to other councils) performance indicators</li> <li>• Able to highlight trends that may require further investigation</li> </ul>
Simple and unambiguous	<ul style="list-style-type: none"> <li>• Easily understood by the public</li> <li>• Unambiguously defined</li> </ul>
Readily available at reasonable cost	<ul style="list-style-type: none"> <li>• Councils can provide measurability internally, or</li> <li>• Able to be provided by independent agency at reasonable cost</li> </ul>
Measurable over time and repeatable	<ul style="list-style-type: none"> <li>• Provides councils and the public with data in a timely fashion</li> <li>• Repeatable to signal council performance over time (relative to previous years)</li> </ul>
Drive appropriate action	<ul style="list-style-type: none"> <li>• Critical to stimulate informed debate and drive appropriate action</li> <li>• Leads to improved customer-experience and satisfaction over time</li> </ul>

# Performance measurement framework

Cameron Partners developed a performance measurement framework to guide the development of the Programme’s performance assessment system and to assess the appropriate performance indicators for each of the four priority areas. The framework identifies the key components of performance for each priority area and what is importance to deliver high value.

This framework and the performance measurement principles (described in the previous section) are consistent with analysis from the United States National Performance Review, which outlines the characteristics associated with the implementation of a successful performance measurement system.

## Priority one: Governance, leadership and strategy

Framework / Importance	
 <p>Leadership</p>	<ul style="list-style-type: none"> <li>• Unite councils to a shared vision, goals and strategies</li> <li>• Allow councils to “take the public with them”</li> <li>• Help ensure councils have a clear understanding of their roles and responsibilities</li> </ul>
 <p>Priorities</p>	<ul style="list-style-type: none"> <li>• Align funding decisions to vision, goals and strategies</li> <li>• Facilitate management and monitoring of performance</li> <li>• Help elected members and management to explain funding decisions to the public</li> </ul>
 <p>Practices and processes</p>	<ul style="list-style-type: none"> <li>• Support engagement of elected members and council staff</li> <li>• Provide training and skill development for council staff</li> </ul>
 <p>Culture and values</p>	<ul style="list-style-type: none"> <li>• Culture and values filter throughout the organisation</li> <li>• Strong influence on staff engagement and performance</li> </ul>

Priority two: Financial decision-making and transparency

Framework / Importance	
 <p>Audit and risk</p>	<ul style="list-style-type: none"> <li>Facilitates better informed decisions based on identified risks</li> <li>Provides robust data to assist evidence-based decision-making</li> </ul>
 <p>Robust funding / budget process</p>	<ul style="list-style-type: none"> <li>Fiscal responsibility</li> <li>Adequate planning for future expenditure requirements versus forecast revenue</li> <li>Linking funding to high priority results – a clear relationship between spending and results promotes stronger customer focus</li> <li>Thorough understanding of how activities will accomplish desired outcomes</li> </ul>
 <p>Credit assessment</p>	<ul style="list-style-type: none"> <li>Provides an independent measure of the financial strength of councils (ie the capability of councils to repay debt)</li> </ul>
 <p>Use of data</p>	<ul style="list-style-type: none"> <li>Greater transparency and accountability</li> <li>More informed decision-making</li> <li>Applying best practice</li> </ul>
 <p>Transparency</p>	<ul style="list-style-type: none"> <li>Informs debate, engages customers</li> <li>Improves trust among citizens – clear visibility of council actions/processes</li> <li>Over time improves reputation</li> </ul>

Priority three: Service delivery and asset management

Framework / Importance	
 Service provision	 <ul style="list-style-type: none"><li>• Enable the public and businesses to carry out their core activities effectively and efficiently</li></ul>
 Continual, rigorous testing of resources	 <ul style="list-style-type: none"><li>• Highest value use of resources</li><li>• Improve efficiency</li><li>• Deploy resources to highest priority areas</li></ul>
 Future proofing	 <ul style="list-style-type: none"><li>• Continuous assessment of future infrastructure needs</li><li>• Ensures adequate asset replacement and renewals</li><li>• Match investment to future community needs</li></ul>



Priority four: Communicating and engaging with the public and business

Framework / Importance		
 <p>Public</p>	<p>Communication</p> 	<ul style="list-style-type: none"> <li>• Informing, consulting and listening to the public</li> <li>• Provide information on a timely, regular and frequent basis</li> <li>• Transparency and openness builds trust and confidence</li> </ul>
	<p>Accessibility</p> 	<ul style="list-style-type: none"> <li>• Visibility to the mayor/chair and elected members (eg through social media)</li> <li>• Greater accountability of elected members to customers</li> <li>• Improve public perception of local government</li> </ul>
 <p>Business</p>	<p>Communication</p> 	<ul style="list-style-type: none"> <li>• Improve business relations with councils</li> <li>• Allows business input into economic development</li> <li>• Alignment between business and council activities</li> </ul>
	<p>Partnerships and procurement</p> 	<ul style="list-style-type: none"> <li>• Partnership models between councils and businesses (eg public-private partnerships) to improve outcomes</li> </ul>

## Performance indicators

This section sets out the indicative performance indicators for the first year of the Programme commencing 1 July 2016. This working set of performance indicators will be provided to the team of independent assessors and the Foundation Councils, for further refinement as part of the Programme's micro-design phase in July 2016.

The independent assessment board will subsequently confirm the performance assessment system, prior to the commencement of the first assessment in 2016.

### Approach to indicators

The following set of performance indicators provide a "baseline" to guide the independent assessors. They are not a definitive list. LGNZ expects that the assessors will:

- Independently evaluate and refine these indicators;
- Make judgements on a council-by-council basis on the extent to which they would apply, as well as applying other qualitative and quantitative indicators as they see appropriate;
- Use qualitative as well as quantitative data/information in applying the indicators; and
- Develop and evolve the indicators over time as they see appropriate.

It will be important for the independent assessors to undertake their assessment in the context of each council (for example, is the council is growing or shrinking). The individual circumstances facing each council will also be reflected in each council's assessment report.



## Priority one: Governance, leadership and strategy

<b>Measure</b>	
<p><b><i>Vision, goals and strategy</i></b></p> <ol style="list-style-type: none"> <li>1. Does the council have its vision and goals (for its community as a whole) clearly articulated and is this easily accessible by the public (eg in the summary section of the LTP)?</li> <li>2. What is the level of public involvement in setting the council's vision and goals (and how well aligned are the council's vision and goals with the community)?</li> <li>3. Does the council review this document:               <ul style="list-style-type: none"> <li>• Every three years; and</li> <li>• Following major events?</li> </ul> </li> <li>4. Does the council's vision, goals and strategies drive its priorities (including plans, projects and expenditure)?</li> <li>5. Does a council's organisational architecture support the council's vision, goals and strategies?</li> </ol> <p><b><i>Professional development for elected members (including mayors / chairs)</i></b></p> <ol style="list-style-type: none"> <li>6. Does the council have a process for informing candidates of their roles, responsibilities and expectations prior to elections?</li> <li>7. Prior to being elected, did elected and appointed members have sufficient information made available to them on their roles and responsibilities?</li> <li>8. Does the council have an induction programme for elected and appointed members that explains their roles (including the legalities of their roles) and responsibilities?</li> <li>9. What is the quality of the induction process for elected members, with regards to the following aspects:               <ul style="list-style-type: none"> <li>• Roles and responsibilities of elected members</li> <li>• Working environment and culture</li> <li>• Aspirations of elected members</li> <li>• Councils' goals and vision</li> </ul> </li> <li>10. Does the council provide ongoing training for elected members and provide the required support and funding for this?</li> <li>11. In the past year, what proportion of elected members have undertaken a course in line with their training plan (as per above)?</li> <li>12. In the last year, has the council undertaken a form of self-assessment (for example a survey amongst the elected members on how well they believe they are individually and collectively functioning)?</li> </ol>	<ol style="list-style-type: none"> <li>13. Has the council mayor/chair undertaken a 360° feedback assessment in the last three years and if yes what was their score?</li> </ol> <p><b><i>Relationship/ culture between elected members and the Chief Executive</i></b></p> <ol style="list-style-type: none"> <li>14. What is the quality of the relationship (confidence, trust and transparency) between elected members and the CE?</li> <li>15. Do the elected members:               <ul style="list-style-type: none"> <li>• Monitor the CE's performance (eg through a 360° feedback assessment);</li> <li>• Have a process for providing feedback and taking action when required; and</li> <li>• Provide ongoing training for the CE and the required support and funding for this?</li> </ul> </li> </ol> <p><b><i>Health and safety framework</i></b></p> <ol style="list-style-type: none"> <li>16. Is there a health and safety framework in place that is:               <ul style="list-style-type: none"> <li>• Understood by elected members and management?</li> <li>• Implemented effectively and regularly monitored and tested (eg through self-assessment)?</li> <li>• Reviewed and updated every three years?</li> <li>• Aligned with current legislation?</li> </ul> </li> <li>17. How frequently is the council reporting its health and safety results?</li> </ol> <p><b><i>Management</i></b></p> <ol style="list-style-type: none"> <li>18. In the last year, has the council:               <ul style="list-style-type: none"> <li>• Commissioned an independent party to undertake a staff engagement/satisfaction survey?</li> <li>• Communicated the results back to staff?</li> <li>• Taken action to address any issues identified?</li> </ul> </li> </ol> <p><b><i>Audit and risk committee</i></b></p> <ol style="list-style-type: none"> <li>19. Does the council have an audit and risk committee (or equivalent)?               <ul style="list-style-type: none"> <li>• If yes, how many members are independent or external to the council?</li> </ul> </li> <li>20. Does the audit and risk committee have a charter/terms of reference that outlines members' roles and responsibilities?</li> </ol> <p><b><i>Information and advice</i></b></p> <ol style="list-style-type: none"> <li>21. Does the council receive clear, accurate and sufficient policy advice on a timely basis to make good decisions?</li> <li>22. Does the council make decisions in a timely, balanced and informed manner?</li> </ol>

## Priority two: Financial decision-making and transparency

<b>Measure</b>	
<p><b>Financial data</b></p> <ol style="list-style-type: none"> <li>1. Is the council generating timely and accurate financial data (eg financial reports)?</li> <li>2. Are elected members comfortable that the level of detail is sufficient for them to fulfil their roles and responsibilities?</li> <li>3. Are councils using data to continually monitor, evaluate and refine their spending decisions?</li> </ol> <p><b>Risk and control function</b></p> <ol style="list-style-type: none"> <li>4. Does the council have an approved council risk management policy in place and how frequently it is reviewed and / or amended by council? (Note, this question does not relate to how frequently the risk management policy is applied)</li> <li>5. Do elected members receive sufficient/fit for purpose advice from management on the key risks and potential impacts?</li> <li>6. Over the last three years, has the council updated its risk register on an annual basis?</li> <li>7. Does the council have a process for responding to significant risks (including risk mitigation) identified by the risk register?</li> </ol> <p><b>Budgeting</b></p> <ol style="list-style-type: none"> <li>8. Does the council review on an annual basis their priorities against their budgeted allocations (rather than developing budgets from the previous year's expenditures)?</li> <li>9. Do councils' budgets meet one of the following:               <ul style="list-style-type: none"> <li>• Budget is balanced? or</li> <li>• Budget is unbalanced due to specific circumstances (ie it is deemed prudent to be unbalanced)?</li> </ul> </li> <li>10. Does the council's budgets in their Long Term Plan (LTP) meet one of the following:               <ul style="list-style-type: none"> <li>• Budgets are balanced for all 10 years of the LTP?</li> <li>• Budgets are unbalanced for all or some of the 10 years of the LTP due to specific circumstances (ie it is deemed prudent for budgets in some of the 10 years to be unbalanced) but that the LTP takes the council to a financial sustainable position?</li> </ul> </li> </ol> <p><b>Financial position of councils</b></p> <ol style="list-style-type: none"> <li>11. Does the council either:               <ul style="list-style-type: none"> <li>• Have a Standard &amp; Poor's/Moody's/Fitch Group credit rating – and if so, what is their rating?</li> <li>• Not assigned a credit rating by Standard &amp; Poor's/Moody's/Fitch Group because it has deemed it is prudent not to do so (eg the council does not have sufficient debt to justify the costs)?</li> </ul> </li> </ol>	<ol style="list-style-type: none"> <li>12. Has the council reviewed its borrowing arrangements over the last three years and is satisfied it is receiving best value for money?</li> <li>13. Are the councils adhering to the following Government fiscal benchmarks:               <ul style="list-style-type: none"> <li>• <i>Rates benchmark</i> – rates income complies with the limits set in the council's financial strategy?</li> <li>• <i>Debt benchmark</i> – debt complies with the limits set in the council's financial strategy?</li> <li>• <i>Balanced budget benchmark</i> – Revenue, excluding income from development and financial contributions, revaluations and vested assets, exceeds operating expenditure?</li> <li>• <i>Debt control benchmark</i> – net debt is less than or equal to forecast net debt in the council's LTP?</li> </ul> </li> <li>14. Has either the council's long term plan, annual plan or annual report been given one of the following:               <ul style="list-style-type: none"> <li>• An adverse opinion (the most serious type of non-standard) – expressed when the auditor concludes that misstatements are material and pervasive to the financial and/or non-financial information)?</li> <li>• A disclaimer of opinion – expressed when appointed auditor is unable to get enough appropriate audit evidence on which to base the opinion and the auditor concludes that the possible effects on the financial and/or non-financial information of undetected misstatements could be material and pervasive?</li> <li>• A qualified opinion – expressed when the auditor, having got enough appropriate audit evidence, concludes that misstatements are material, but not pervasive, to the financial and non-financial information?</li> </ul> </li> <li>15. In the last three years, has the council addressed and resolved any issues raised in the Audit Management Letters on a timely basis?</li> </ol> <p><b>Transparency</b></p> <ol style="list-style-type: none"> <li>19. Is key financial information (eg annual reports) easily accessible online and provided in a manner that is easily understood by the general public?</li> <li>20. Does the council place information on its major contracts online?</li> <li>21. Is the public engagement on major decisions consistent with the council's Significance and Engagement policy?</li> </ol>

## Priority three: Service delivery and asset management

Measure	
<p><b>Operational metrics</b></p> <ol style="list-style-type: none"> <li>Selected operational metrics:           <ul style="list-style-type: none"> <li>Percentage of building consent applications processed within the prescribed statutory timeframes?</li> <li>Percentage of resource consent applications processed within the prescribed statutory timeframes?</li> </ul> </li> <li>Has the council achieved the minimum standards that building consent authorities (BCAs) must consistently meet to implement and perform their building control functions, as audited by IANZ?</li> </ol> <p><b>Land use planning</b></p> <ol style="list-style-type: none"> <li>Does the council's land use and infrastructure planning take into account the communities' projected demographic changes and future infrastructure requirements?</li> </ol> <p><b>Asset and infrastructure decisions</b></p> <ol style="list-style-type: none"> <li>Is the council applying cost of capital analysis when making investment/ownership decisions and capital projects?</li> <li>Over the last three years, has the council adhered to the following Government essential services fiscal benchmark (and if not, has this been due to it being prudent not to?):           <ul style="list-style-type: none"> <li><i>Essential services benchmark</i> – capital expenditure on the five network infrastructure services (roads, potable water supply, sewage treatment and disposal, storm water drainage, and flood protection works) is equal to or exceeds depreciation on those five services?</li> </ul> </li> </ol>	<p><b>Assessment of service provision</b></p> <ol style="list-style-type: none"> <li>As part of its obligations under section 17A, has the council put a plan in place to review its service delivery model, at least every six years? If yes, does this include:           <ol style="list-style-type: none"> <li>Identifying options to partner with other councils/districts/other organisations to realise efficiencies?</li> </ol> </li> </ol> <p><b>Best practice approach to assets</b></p> <ol style="list-style-type: none"> <li>Does the council:           <ul style="list-style-type: none"> <li>Subscribe to internationally recognised standards regarding the maintenance of assets relating to the five network infrastructure assets (roads, potable water supply, sewage treatment and disposal, storm water drainage, and flood protection works)?; and</li> <li>Have an asset management system that facilitates the council to monitor and maintain its assets so as to provide the best possible service to its customers?</li> </ul> </li> </ol> <p><b>Environmental</b></p> <ol style="list-style-type: none"> <li>[Measures on environmental bottom lines to be developed with Foundation Councils and independent assessors.]</li> </ol>



## Priority four: Communicating and engaging with the public and business

### Measure

#### **Communication and engagement strategy**

1. Does the council have a communications and engagement strategy that:
  - Aligns with the council's vision, goals and strategy; and
  - Includes a broad range of media?
2. Is the council's communications and engagement strategy well understood and implemented by elected members and council staff?
3. What is the quality of councils' overall digital engagement (including websites, social media, rates-based calculators, online forums etc)?
4. How well are staff and elected members trained in the use of a range of media such as PR and social media?
5. In terms of the council's process in engaging and utilising news media:
  - Is the Mayor/Chair available to the media for key matters?
  - Are all media queries responded to openly and in a timely manner?
  - Does the media feel that it is wellbriefed and kept up-to-date on council activities?
6. Are there briefings with the media on important announcements?

#### **Engagement with iwi and diverse communities**

7. Does the council:
  - Have a strategy for engaging with local iwi and hapū, which may include a formal mechanism such as a MoU or a charter?; and
  - Have an effective relationship with hapū and iwi?
8. Has the council proactively sought to engage with diverse sectors of their community (eg young people, refugees) over the last three years?

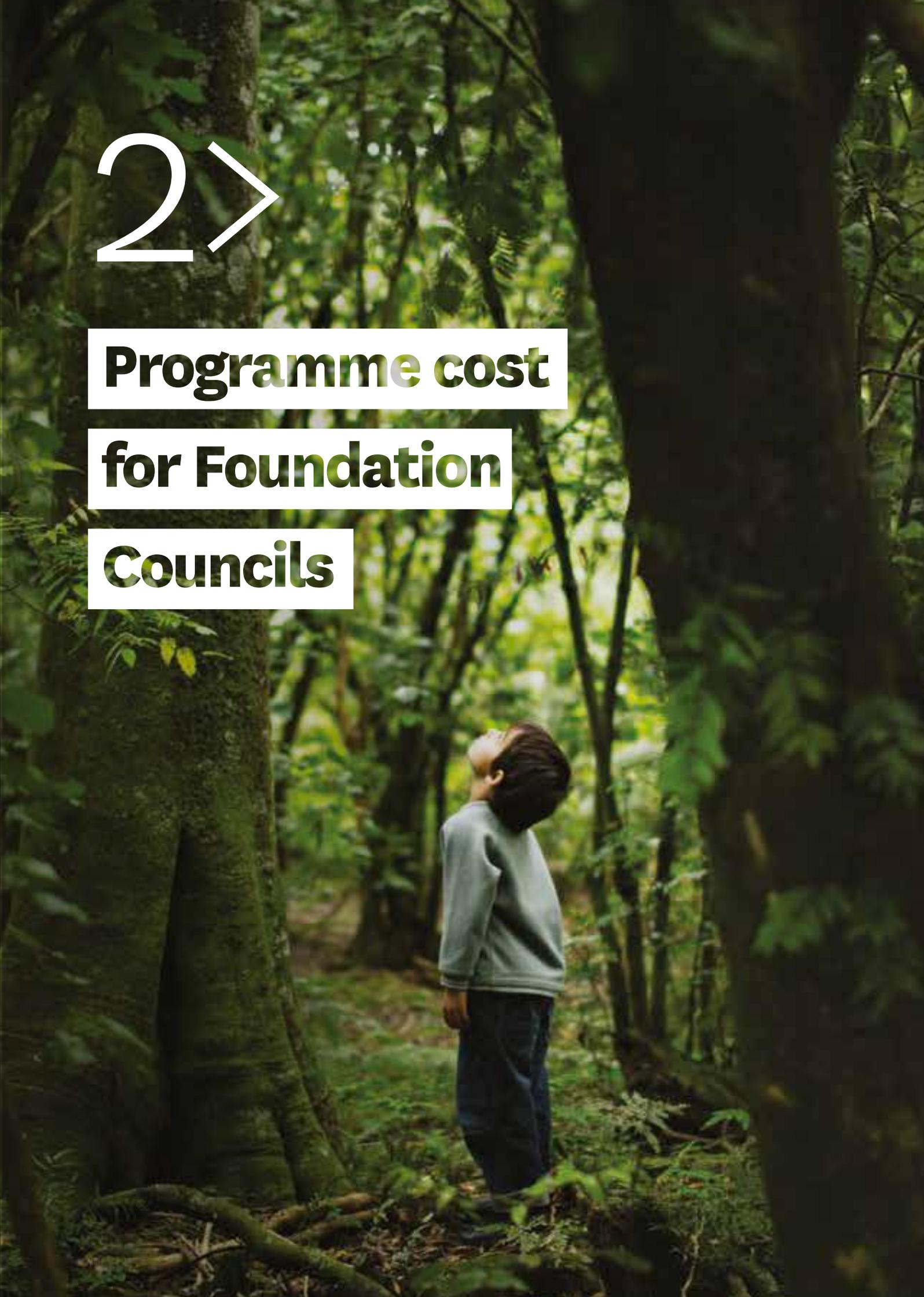
#### **Engagement with the general public**

9. How well are consultation documents presented (ie are they clear, concise and easy to respond to?) and are they easily accessed by all sectors of the community?

10. Does the council have a process for recording information received from community engagement and passing this information through to the relevant council units to assist in future policy and decision-making?
11. Has the council proactively sought to engage with community (non-business) organisations over the last three years?
12. Does the council regularly survey the degree of satisfaction of its residents and local businesses?
  - If yes, has the council communicated the results of this survey to its residents and businesses?
  - If yes, has management taken action to address any issues identified?
13. Does the survey allow the council to separately measure satisfaction within different segments (such as small/medium/large businesses, Māori organisations, groups representing ethnic minorities, wards/constituency etc)?
14. Has the council been subject to a report from the ombudsman in the last year that sided with the council complainant, and if yes how many?
15. How quickly does the public get a response from the council for a general enquiry?

#### **Engagement with business**

16. Does the council have a strategy for engaging with businesses?
17. Over the last three years, how effective has the council's relationship with business organisations (eg chamber of commerce) been?
18. What is the level of partnering between businesses and councils?
19. Is the council providing businesses with an opportunity to comment on and clear, accessible information on its economic development strategy, plans or activities?

A young child with dark hair, wearing a light green long-sleeved shirt and dark blue pants, stands in a lush green forest. The child is looking upwards, towards the canopy of tall trees. The forest floor is covered in moss and fallen leaves. The lighting is soft and natural, filtering through the dense foliage.

2 >

**Programme cost**

**for Foundation**

**Councils**

## Assessment cost for Foundation Councils

As a general principle, the Local Government Excellence Programme will run on a cost-recovery basis, with participating councils paying a set fee for the independent assessment process and the resulting assessment report. LGNZ will meet all Programme and communications development costs.

The cost of an assessment covers:

- the cost of the assessors' time on site at each individual council;
- the tasks involved with preparing each assessment report; and
- the necessary disbursements for assessors travelling to each participating council.

Table two sets out the indicative cost for an assessment, with the average cost expected to be in the range of \$15,000 to \$27,500. This equates to an annualised cost of \$5,000 to \$9,200, as the assessment is proposed to be undertaken every three years.

LGNZ proposes to cap the timeframe of an assessment at three working days. This will provide sufficient time for the independent assessors to cover the four priority areas of the Programme and the set of performance indicators discussed in the previous section. A set time frame will also incentivise councils to be well prepared for the assessment, ensuring that all documentation is ready for the assessors and all elected members and staff are made available. Any assessor time spent over the three-day cap will be charged out at a per-day fee, established by the independent assessment board.

For particularly large councils, or councils with specific circumstances that may require a longer or varied assessment process, the independent assessment board will confirm the agreed approach (ie number of assessors and days on site) and the assessment cost, prior to commencement of any work.

Table 2: Indicative costing of performance assessment

Number of assessors	Length of assessment	Indicative cost
2 assessors	2 day assessment	\$15,000
	3 day assessment	\$19,500
3 assessors	2 day assessment	\$20,500
	3 day assessment	\$27,500

## Confirmation of costs

The independent assessment board will set the final assessment costs for the Programme, once the independent assessors and the performance assessment system are confirmed for 2016.

Prior to the assessment of Foundation Councils commencing in 2016, each participating council will be required to enter into a contract with LGNZ. This contract will set out:

- the terms and conditions for the assessment process;
- the set cost and any varying fees;
- the expectations of all parties; and
- the broader commitments of Foundation Councils participating in the Programme.

This contract is currently being developed by LGNZ and will be made available to Foundation Councils in July 2016.

If the finalised cost of the assessment is an issue for interested councils, LGNZ is open to discussing alternative options for 2016.

Please send any queries to [excellence@lgnz.co.nz](mailto:excellence@lgnz.co.nz)

## Contacts for further information

For media enquiries and further information on the Local Government Excellence Programme, please contact:

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# We are. LGNZ.

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## We are.

Ashburton.  
Auckland.  
Bay of Plenty.  
Buller.  
Canterbury.  
Carterton.  
Central  
Hawke's Bay.  
Central Otago.  
Chatham Islands.  
Christchurch.  
Clutha.  
Dunedin.  
Far North.

Gisborne.  
Gore.  
Greater Wellington.  
Grey.  
Hamilton.  
Hastings.  
Hauraki.  
Hawke's Bay  
Region.  
Horizons.  
Horowhenua.  
Hurunui.  
Hutt City.  
Invercargill.

Kaikoura.  
Kaipara.  
Kapiti Coast.  
Kawerau.  
Mackenzie.  
Manawatu.  
Marlborough.  
Masterton.  
Matamata-Piako.  
Napier.  
Nelson.  
New Plymouth.  
Northland.  
Opotiki.

Otago.  
Otorohanga.  
Palmerston North.  
Porirua.  
Queenstown-  
Lakes.  
Rangitikei.  
Rotorua Lakes.  
Ruapehu.  
Selwyn.  
South Taranaki.  
South Waikato.  
South Wairarapa.  
Southland District.

Southland Region.  
Stratford.  
Taranaki.  
Taranua.  
Tasman.  
Taupo.  
Tauranga.  
Thames-  
Coromandel.  
Timaru.  
Upper Hutt.  
Waikato District.  
Waikato Region.  
Waimakariri.

Waimate.  
Waipa.  
Wairoa.  
Waitaki.  
Waitomo.  
Whanganui.  
Wellington.  
West Coast.  
Western Bay  
of Plenty.  
Westland.  
Whakatane.  
Whangarei.

**LGNZ.**