

BRIEFING TO THE **INCOMING GOVERNMENT**

LOCAL GOVERNMENT NEW ZEALAND

>>

NOVEMBER 2023





From our President

Congratulations on your successful election and formation of a government. I look forward to your leadership and working together on behalf of the people we both serve during your term.

Councils want to deliver for communities in partnership with you

Local government functions as a powerful tier of government because of its proximity to communities. It's impossible to deliver improved social and economic outcomes for communities without strong, fit-for-purpose local government.

A strong, constructive relationship between central and local government ensures we deliver together. And a trusting, peer-to-peer relationship between central and local government also paves the way for authentic local partnerships with iwi and businesses.

Central government often develops policies that are delegated to councils to implement. This can create challenges for councils in maintaining the trust and confidence of the people we collectively serve. This term, let's work together – and bring our communities with us.

LGNZ brings local government together

This document provides a high-level overview of how Local Government New Zealand can work with you to achieve critical objectives for Aotearoa New Zealand. LGNZ supports and advocates for our member councils across Aotearoa New Zealand to ensure their communities' voices are heard at the highest levels of central government. Our work is evidence-based and well researched. We are experts in gathering feedback from councils and putting discipline around that process, with accountability and accuracy core pillars of our work.

A key strength of LGNZ is our ability to translate what councils across the country think and want into information governments can use to improve policies and make them more efficient and effective on the front line. I encourage you to use LGNZ as a sounding board for policies to ensure they are workable on the ground.

We are also extremely proud of our convening power. We provide numerous forums for Ministers and government officials to speak at and gather input from local government. These range from our annual Conference to zone and sector meetings that bring together local government leaders. Our calendar of events takes into consideration key milestones for central government such as Budget Day.

LGNZ also has a strong public profile and is the go-to for media and stakeholders on local government issues.

I value trusted relationships that support early engagement. That means I would welcome any opportunity for frank conversation as policy is being developed. I appreciate the meetings we've had to date – and am very much looking forward to working with you over the coming term.

Sam Broughton
President, LGNZ



HOW CAN WE WORK TOGETHER OVER THE NEXT TERM?



LOCAL GOVERNMENT PLAYS A CRUCIAL ROLE IN COMPLEMENTING AND ENHANCING CENTRAL GOVERNMENT. THESE ARE OUR CRITICAL OPPORTUNITIES FOR PARTNERSHIP OVER THE NEXT THREE YEARS:



Put localism at the heart of a future by local government

Choosing localism reduces centralised bureaucratic approaches and improves responsiveness to local needs.

- / Talk with local government about system changes that set local government up for success. Our collective position on the Future for Local Government will be the starting point for discussions.
- / Scope a pilot programme with local government that takes a localist approach to a problem that faces our communities such as climate change or mental health.
- / Commit to participate in the Choose Localism Showcase being planned for 2024, which will put the spotlight on practical examples of localism in Aotearoa New Zealand and ways to enable more devolution.
- / Enable a new multi-year contract for Mayors Taskforce for Jobs between the Crown (rather than an individual Ministry) and LGNZ with each council having access to about \$400k. This would ensure the programme can truly take a localist approach and tap into any agency necessary to get young people into sustainable employment.
- / Agree to revitalise the Central Government Local Government Forum and use this to advance our relationship and how we deliver change together.



Catalyse resilient infrastructure that meets communities' needs

City deals can align central and local government priorities with investment in infrastructure – regional spatial planning needs to be part of that equation.

- / Commit to take a place-based approach and partner with local government to design city and regional deals.
- Local government would support a localist approach to transport that delivers joined up investment and planning through a stronger partnership between central and local government.**
- / Make local government representatives, including LGNZ, part of any early conversations as you begin developing your new draft Government Policy Statement on Land Transport.
- Significantly more investment is needed in water services delivery and infrastructure over the next 30 years, in a way that consumers can afford.**
- / Mitigate of any impact on councils, in particular on Long-term Plan timeframes and requirements and debt servicing.
- / Engage early with local government on your approach to water services reform.



Deliver a resource management system that both enables development and protects the environment

Local government wants a simple, efficient resource management system that prioritises local voice.

- / Engage early on options for the future resource management system, and retain the Local Government Steering Group to support this work.
- / Retain spatial planning and integrated national direction as part of any repeal.
- / Engage early with local government on your government's urban development programme.



Take a national approach to climate adaptation, mitigation and emergency management that empowers local solutions

We must support our communities to be more resilient in the face of increasingly frequent severe weather events. That means a joined-up approach from central and local government to prepare our regions, towns and cities for the impacts of a changing climate in a way that's fair to everyone.

- / Accelerate climate change adaptation legislation and continue the current inquiry into community-led retreat and adaptation funding.
- More-frequent extreme weather events mean major emergency responses and prolonged periods of recovery will increasingly overlap.**
- / Engage on next steps on the Emergency Management Bill, currently at the select committee stage.
- / Consider the development of a recovery agency and permanent recovery legislation, co-designed with local government, using Central Government Local Government Forums as a vehicle to progress this work.
- / Engage on potential orders in council or amendment of primary legislation to achieve greater certainty and minimise the risk of legal challenge for affected councils currently engaged in voluntary buyouts.

LGNZ and what we do.

What is Local Government New Zealand?

Local Government New Zealand (LGNZ) provides the vision and voice for local democracy, in pursuit of the most active and inclusive local democracy in the world. We support and advocate for our member councils across Aotearoa New Zealand, ensuring the needs and priorities of their communities are heard at the highest levels of central government. We also promote the good governance of councils and communities, as well as providing business support, advice, and training to our members.

LGNZ acts as a bridge between local and central government as well as playing a key role in the stewardship of the local government system. We have close relationships with the Department of Internal Affairs, the Local Government Commission, other key central government agencies such as the Ministry for the Environment; the Ministry of Business, Innovation and Employment; the Ministry of Transport; and Waka Kotahi, as well as with Taituarā (the peak body for local government professionals).

We are governed by a National Council of elected members from across Aotearoa New Zealand chaired by a President – presently Mayor Sam Broughton. Members of National Council are listed in the appendix.

OUR CURRENT GOALS ARE:

01

More people value and participate in local government.

02

Central government sees local government as a valued partner.

03

Stronger Te Tiriti-based partnerships between local government and Māori.

LGNZ represents local government and enables central government to deliver

Local government supports the effective delivery of government policy. In the last term, many key pieces of reform were improved by strong engagement from local government at both the political and officer level, including resource management, essential freshwater, building system, water services, and cyclone recovery. LGNZ has played a strong role here representing and supporting local government in this work.

LGNZ will always work with the government of the day to deliver the best outcomes for both local government and our communities. Our members are diverse, like the communities they represent, which means there will be a range of perspectives on any particular issue. This diversity is local government's strength. Given the breadth of the Government's agenda and how this overlaps with the interests of local government, early engagement with LGNZ and local government is essential to deliver the outcomes you're seeking.

Councils understand the specific needs and preferences of their communities. They can offer tailored services and policies that address the unique challenges in their place. For example, the Mayors Taskforce for Jobs, supported by LGNZ, has shown the power of central government devolution in delivering its outcomes – in this case securing young people employment or pathways to work.

LGNZ facilitates engagement between central and local government, including:

- + The Central Government Local Government Forum, an annual gathering of Ministers with our National Council, along with meetings with LGNZ's Metro, Regional and Rural & Provincial Sectors
- + Regular meetings between our President and the Prime Minister, and with the Minister of Local Government and other relevant Ministers depending on priorities (for example, the Minister for the Environment, Minister of Transport)
- + Opportunities to attend and participate in our annual national conference, SuperLocal
- + Speaking opportunities at our Zone and Sector meetings of member councils
- + Reform-specific working groups such as the RM Reform Steering Group and Freshwater Implementation Group.

LGNZ supports and strengthens the local government sector

LGNZ delivers a range of programmes that support local government to be a strong partner, effectively and efficiently delivering outcomes to communities.

Advocacy/

We champion what matters for local government. Our policy work complements councils' work, particularly smaller councils with limited resources.

Learning and development/

We support learning at the speed of change. Ākōna is our comprehensive learning and development programme.

Networking and events/

We provide opportunities for local government to connect by geography, type of council and all together.

Council performance/

We support councils' continuous improvement. Our CouncilMARK programme provides a renewed focus on continuous improvement through comprehensive assessment of councils' performance and makes this transparent to communities. LGNZ also provides members with advice and support on governance, including in high-pressure situations.

Diversity and inclusion/

We support the diverse individuals that councils are made up of and represent. LGNZ, along with our sister organisation Taituarā, runs promotional campaigns to encourage people to stand for election and to vote in local government elections. We support networks like our Young Elected Members group and Te Maruata, the committee of Māori members, and the Community Board Executive.

This work supporting well-functioning and strong local government is largely member funded, which limits its scope and our role. The Future for Local Government Review highlighted that more work is needed to ensure the system of local government functions well. LGNZ has demonstrated we are well placed to deliver stewardship functions cost effectively. We are nimble and don't have layers of bureaucracy. We're closely connected to our members and can respond quickly to deliver what they need. We're keen to discuss with you how we can better support the local government system, in parallel with the conversation around a future **by** local government.

For example, an independent resolution service would deliver huge value to both local and central government. With direct investment, LGNZ could expand our current work to resolve problems before they become intractable. This approach would significantly reduce the need for DIA or ministerial intervention. It would be more cost effective, better for good governance and management, and help to retain public confidence in the councils concerned. Members strongly support this approach, which was the subject of a remit at our 2023 Annual General Meeting.

LGNZ drives innovation

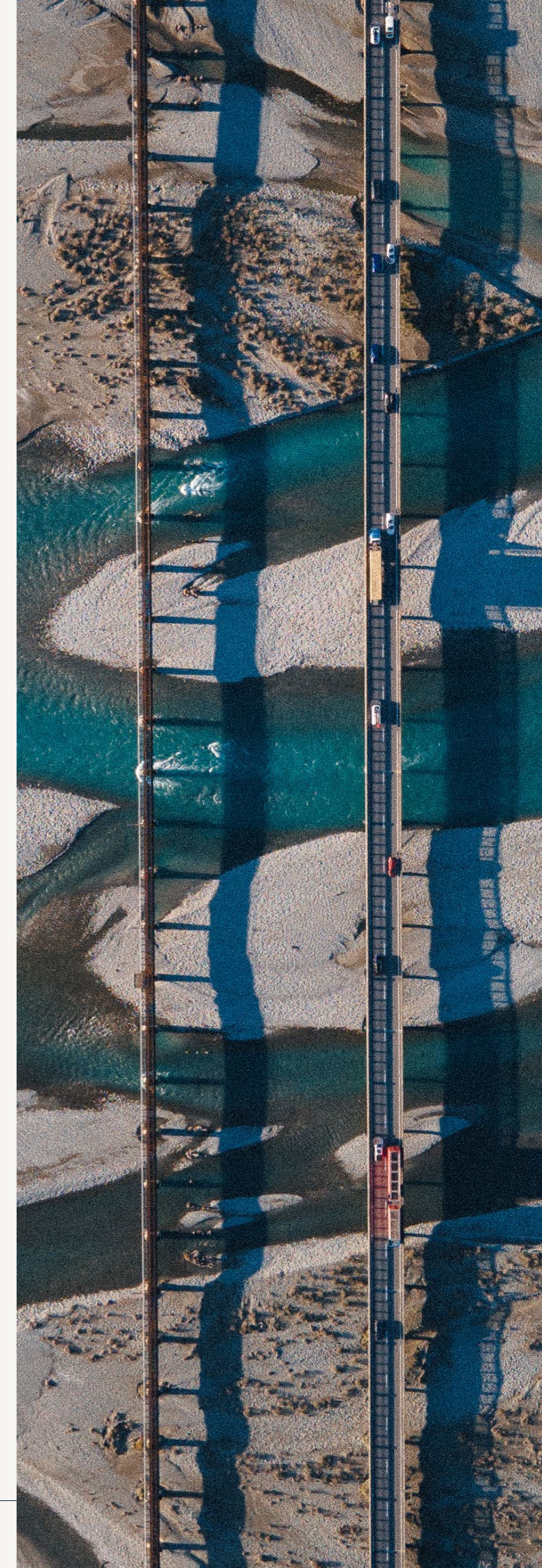
LGNZ has a strong track record in driving innovative solutions across the local government sector. Below are three such examples.

New innovative funding and financing options –

the Ratepayer Assistance Scheme (RAS) is a quick win and could be stood up and operating in 12-18 months to address ratepayer affordability issues. The RAS has strong support from metro councils, including Auckland. Like the very successful Local Government Funding Agency, the scheme is a national collectively owned off-balance-sheet scheme that would facilitate a range of innovative funding mechanisms for councils that would assist with delivering infrastructure, climate-related initiatives, housing development and rates postponement. The RAS would provide a mechanism to increase the number of safe and healthy homes via low-cost loans to ratepayers for beneficial property investment. For example, seismic strengthening, home insulation and heating, residential water storage tanks, wastewater/stormwater separation and waterway fencing. Significant development work has already been undertaken and with the detailed business case complete and strong local government support, we are keen to work with the Government to enact the scheme during this term.

Energy cost savings – we developed an Electricity Authority-approved streetlight-dimming profile that when applied by councils will generate significant savings on the energy billed for LED dimmable streetlights. We are currently working through the operational process with energy retailers and several councils, and intend to take this to our members more broadly.

Reduced carbon emissions - we partnered with Mott MacDonald in 2021 to bring the Moata carbon portal to Aotearoa New Zealand. The portal enables councils to account for and reduce carbon emissions generated from water, transport, and infrastructure (vertical and horizontal) projects. It allows councils to make real-time decisions that can shape their future carbon emissions, save them money and enable greener infrastructure choices.





OPPORTUNITIES **during the** **next term >>**



Put localism at the heart of a future by local government

Localism/

Both the incoming government and local government want to embrace localism and devolution.

We know that one size doesn't fit all Aotearoa New Zealand's diverse communities. From Kaikohe to Stratford, Porongahau to Takaka, Culverden to Te Anau – communities have totally different needs and priorities. Imposing centralised policy answers often short-changes our communities. Our centralised approach is out of step with the rest of the world. In other developed countries, local government is responsible for almost half of public spending; in Aotearoa New Zealand, it's less than 10 percent.

Choosing localism supports cost efficiency by reducing centralised bureaucratic approaches and improving responsiveness to local needs. Local government strengthened by localism will ensure central government gets more done. Localism builds up communities and empowers them to come up with their own solutions to the challenges they face. It sees central and local government's respective roles as complementary.

The rationale behind localism:

Better solutions through councils and communities working together/

Resources are used more efficiently. Benefits to the community are enhanced when those who benefit from a service "match" those who pay for it.

Economic growth benefits when local people are the heart of government delivery/

Because they are able to retain the benefits, localism incentivises councils and communities to invest for their futures – community-based decision making demonstrably leads to stronger economic growth.

Greater opportunities for innovation and new ideas/

Localist approaches give greater opportunities for people with broader backgrounds and experience to be involved. They allow the private sector and local organisations to innovate and try out new policies and programmes, which wouldn't be possible at a national level.

Stronger communities, fostering local pride and identity/

Local people and decision-makers are better placed to tailor services and programmes to reflect diverse needs, preferences and values of communities.

Greater place-based decision making and more integrated local services/

Councils who are closest to communities are well placed to take a helicopter view of their towns and cities' needs and promote a joined-up approach to future planning.

Better Te Tiriti partners/

Taking a local approach allows councils and central government to better connect with iwi, hapū and rūnanga, becoming better Te Tiriti partners.

More resilient policy and increased accountability/

Sharing decision making reduces the impact of possible policy failure by any single public sector institution and increases the transparency and accountability of decision making.

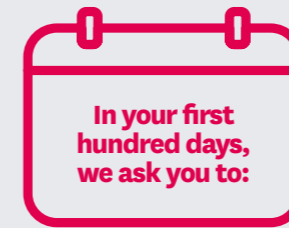
More incentive for people to engage/

Councils are close to communities. Citizens can take a more active role in decision-making that directly affects them.

Stronger local democracy, with increased engagement across the board/

Localism leads to more interest in local democracy and increased voter turnout.

Working together on the next steps on the Future by Local Government is an immediate opportunity to embed localism and devolution, as well as ensure our system of local government is fit for the future.



- >> Scope a pilot programme with local government that takes a localist approach to a problem that faces our communities such as climate change or mental health.
- >> Commit to participate in the Choose Localism Showcase being planned for 2024, which will put the spotlight on practical examples of localism in Aotearoa New Zealand and ways to enable more devolution.
- >> A new multi-year contract for MTFJ between the Crown (rather than an individual Ministry) and LGNZ with every council having access to about \$400k each to ensure the programme can truly take a localist approach and tap into any agency necessary to get young people into sustainable employment.

MTFJ

LOCALISM IN ACTION:

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MAYORS TASKFORCE FOR JOBS

MTFJ supports young people not engaged in employment, education or training (NEETs). The power of the programme comes from Mayors leveraging their relationships and local knowledge. The Ministry of Social Development currently funds a substantial Community Employment Programme delivered through our network of Rural and Provincial Councils. It's been hugely successful at connecting hard to reach and job displaced young people with local employers and sustainable work. In the 22/23 financial year MTFJ placed more than 1700 people into work.

The MTFJ programme has delivered demonstrable results and value for money. A 2020 assessment of the Community Employment Programme of six participating districts determined there was a social return of \$5.60 for every dollar invested. These benefits accrued in terms of earnings and income, and also significantly in improved health outcomes.

^[1] *Mayors Taskforce for Jobs Community Recovery Programme ImpactLab GoodMeasure Report, Impact Lab, October 2022*



The future by local government

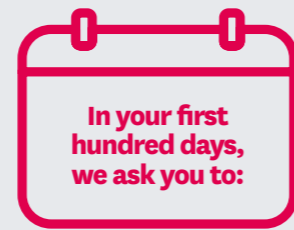
Over the next 30 years, Aotearoa New Zealand will change significantly. To prepare for new challenges, we need to reimagine the role councils play in delivering outcomes for communities, our society, and the future of Aotearoa New Zealand. Central government expects communities to have faith in local government, and a key part of the future by local government work is ensuring that central government enables that trust in local councils.

Councils face significant cost and financial pressures driven by systemic challenges. Recently inflation and the pace of government reform have compounded this situation. These challenges will only increase given growth, climate change adaptation, and increased central government reform and regulation. They require enduring solutions. Local government needs a greater diversity of funding and financing tools to achieve the investment in infrastructure and services we all agree is required.

Councils are clear that they want:

- + A joined-up collaborative system that draws on the strengths of multiple partners and attracts capable and visionary leaders to enhance the standing of their communities;
- + A high-trust relationship with central government that ensures they have the financial capacity to address the ever-changing needs of their communities;
- + To play a key role in community wellbeing and place-making;
- + For local government to genuinely give effect to the principles of Te Tiriti o Waitangi; and
- + A broader and more diverse range of people actively participating to shape their communities.

The Future for Local Government report (released in June 2023) represents years of engagement and conversation across local government, central government, the business sector, and communities. Local government is currently developing a collective position on the Future by Local Government. We want to engage with the government on this and deliver change together. That means both central and local government taking tangible actions to ensure local government is fit for the future.



- >> Talks with local government on system changes that sets local government up for success. Our collective position on the Future for Local Government will be the starting point for discussions.
- >> Agreement to revitalise the Central Government Local Government Forum and use this to advance our relationship and how we deliver change together.

Catalyse resilient infrastructure that meets communities' needs

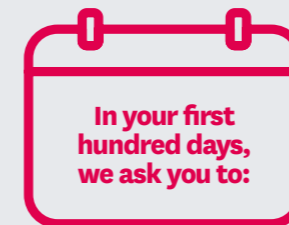


Regional and city deals

Local government would like to explore the “city deal” approach, which has been successfully used in Australia and the United Kingdom. City deals can align central and local government priorities with investment in infrastructure. The UK model of city and regional deals enables devolution of central government services along with bespoke funding or regulatory arrangements. Both these components should be explored in the design of any approach for Aotearoa New Zealand.

Statutory regional spatial planning must be part of the resource management system to realise city deals. Regional spatial plans also enable greater engagement with key partners such as other infrastructure providers.

LGNZ has already begun work and has a range of options for city deals we want to share with the Government before House rises for the summer break.



- >> Commitment you will take a place-based approach and partner with local government to design city and regional deals.

^[2] <https://www.lgnz.co.nz/assets/Advocacy/LGNZ-Position-Statement-on-Transport.pdf>

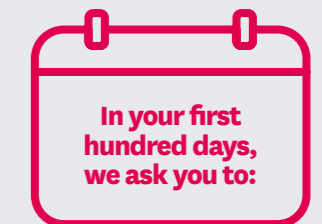


Transport

Our transport network faces critical challenges. The current approach to investment and planning is collapsing under the collective impact of more-frequent extreme weather events, climate adaptation, urgent maintenance, population growth and the need to collectively reduce our emissions. This approach is neither working now nor fit for the future. We need an integrated multi-modal system that gives New Zealanders options that work locally.

Taking a localist approach to transport means a stronger partnership between central and local government that delivers joined up investment and planning. It means putting local priorities front and centre while retaining sight of the bigger picture.

Local government’s recently adopted Transport Position Statement² asks central government to commit to this approach – and prioritise building resilience and better asset management for the long term.



- >> Local government representatives, including LGNZ, to be part of any early conversations as you begin developing your new draft Government Policy Statement on Land Transport.

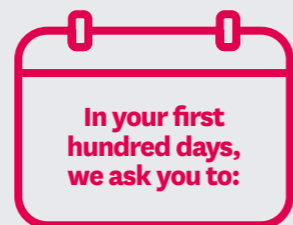


Water services

Local government agrees that how water services are delivered to Aotearoa New Zealand's communities needs to change, even if there are a range of views on what that new model should look like. Broader system failure has created longstanding issues, negatively affecting many communities now and even more in the future.

Significantly more investment is needed in water services delivery and infrastructure over the next 30 years, in a way that is affordable for consumers. In any new model, local government wants local voice to be central, and councils and communities to retain as much control and influence as possible.

Significant changes to the previous Government's reforms would significantly affect the development of 2024-2034 Long-term Plans. Changes would also have an impact on councils that have made investment decisions on the assumption reform would occur. This must be mitigated as part of any repeal.



- >> Mitigation of any impact on councils, in particular, on Long-term Plan timeframes and requirements and debt servicing.
- >> Early engagement with local government on your approach to water services reform.

Build a resource management system that both enables development and protects the environment

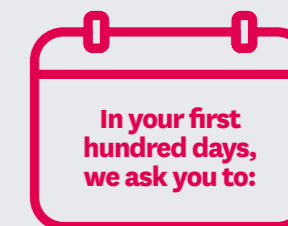
Local government wants a simpler, more efficient resource management system. However, we are concerned that the new system will create increased cost and complexity while diminishing the role and voice of local councils and communities. We are keen to work with you to strengthen local voice in any resource management system.

Local government does not support a return to square one nor a protracted process to develop an alternative. Both would create significant cost for local government and further delay the certainty communities and councils need. If there was a return to the Resource Management Act, even as an interim step, local government would like to see elements of the new system retained while engaging on a longer-term replacement.

Regional spatial plans, which will have legal standing and influence over land use plans, could ensure development is coordinated and in the right place, as well as identifying areas to be protected. They will also help central and local government align and agree priorities for infrastructure investment, including potentially through regional or city deals.

National direction is an important part of our planning system. However, ad hoc changes have added complexity, contradictory direction and cost for councils and consent applicants. The proposed National Planning Framework (a single combined instrument of national direction) would reduce the cost and complexity for councils, which have often had to respond to a range of sometimes-conflicting national directions.

The Local Government Steering Group (LGSG) has played a pivotal role in providing practical advice on policy options for the new RM as well as planning for implementation and transition. Retaining the LGSG could give the Government useful support if it undertakes a wider rethink of the resource management system.



- >> Early engagement on options for the future resource management system, and retention of the LGSG to support this work.
- >> Retention of spatial planning and integrated national direction as part of any repeal.
- >> Early engagement with local government on the implementation of your government's urban development programme.



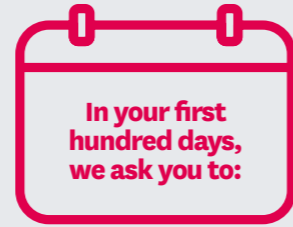
Take a national approach to climate adaptation, mitigation and emergency management that empowers local solutions



Climate adaptation, mitigation and resilience

We must act with urgency to increase the resilience of our communities in the face of increasingly frequent and severe weather events and natural hazards. Local government is where the rubber meets the road in terms of climate change impacts. Aotearoa New Zealand needs a joined-up approach from central and local government to prepare our regions, towns and cities for the impacts of a changing climate in a way that's fair to everyone.

We urgently need to make progress together on how to better support retreat of at-risk communities. Recent experience with voluntary buy-outs in Tairāwhiti and Hawke's Bay highlighted how fit-for-purpose tools, including funding, should be in place before events occur. We want to see work on a Climate Adaptation Act or equivalent accelerated. The current inquiry into community-led retreat and adaptation funding provides a useful vehicle for engagement with local government on these complex issues.



- >> Climate change adaptation legislation to be accelerated and the current inquiry into community-led retreat and adaptation funding to continue.

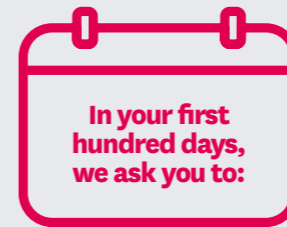


A fit for purpose framework for response and recovery

More-frequent extreme weather events mean major emergency responses and prolonged periods of recovery will increasingly overlap. To better support recovery, LGNZ recommends you establish a permanent recovery agency with an enduring legislative framework for activating recovery arrangements at national, regional, and local levels.

This agency would clearly define the role of central government and local government in recovery before an event occurs. It would also embed a close central-local government relationship throughout recovery, as well as avoiding ad hoc decision-making by the government of the day on how communities are supported. The design of such an agency should embed a locally led approach to recovery, and support and strengthen (not duplicate) the role of local government. The Queensland Reconstruction Authority could provide a good starting point.

Aotearoa New Zealand needs a proactive approach to modifying legislation to support response and recovery after emergencies. Resource-constrained councils struggle to manage an emergency response, maintain the status quo for their legislative and regulatory obligations, and engage and respond to the development of recovery legislation or orders in council. LGNZ recommends developing a framework that is disaster-ready and can be turned on for certain regions if an emergency of a certain threshold/magnitude occurs. This should incorporate appropriate mechanisms for tailored responses and build on what has been learned from legislation developed in response to the 2011 Christchurch earthquakes, the 2016 Kaikōura earthquake, and the North Island severe weather events at the beginning of 2023.



- >> Engagement on next steps on the Emergency Management Bill, currently at the select committee stage.
- >> Consideration of the development of a recovery agency and permanent recovery legislation, co-designed with local government, using CGLG Forums as a vehicle to progress this work.



Reducing the risk of litigation for councils undertaking voluntary buyouts

Recently LGNZ commissioned legal advice on the legal powers, risks and potential mitigation options for the councils that are required to apply risk categories to land and then undertake voluntary buyouts of Category 3 properties. The advice made it clear that to achieve greater certainty and minimise the risk of legal challenge for affected councils, either amendments to the existing legislation or a new bespoke framework are needed. Legal challenge would add greater costs and complexity for the affected councils and their communities.



- >> Engagement on potential orders in council or amendment of primary legislation to achieve greater certainty and minimise the risk of legal challenge for affected councils engaged in voluntary buyouts.



LGNZ AND OUR MEMBERS ARE EAGER TO ENGAGE ON THESE ISSUES AND CAN PROVIDE MORE DETAILED BRIEFINGS ON SPECIFIC TOPICS ON REQUEST.

IF YOU WOULD LIKE MORE INFORMATION PLEASE CONTACT:

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APPENDIX 1/ LGNZ's National Council



Sam Broughton/
>> LGNZ PRESIDENT
MAYOR, SELWYN DISTRICT COUNCIL



Campbell Barry/
>> LGNZ VICE PRESIDENT
MAYOR, LOWER HUTT CITY COUNCIL



Toby Adams/
MAYOR, HAURAKI DISTRICT COUNCIL



Bonita Bigham/
COUNCILLOR, TARANAKI REGIONAL COUNCIL



Tim Cadogan/
MAYOR, CENTRAL OTAGO DISTRICT COUNCIL



Alex Crackett/
COUNCILLOR, INVERCARGILL CITY COUNCIL



Iaeen Cranwell/
COUNCILLOR, ENVIRONMENT
CANTERBURY



Dan Gordon/
MAYOR, WAIMAKARIRI DISTRICT
COUNCIL



Neil Holdom/
MAYOR, NEW PLYMOUTH DISTRICT
COUNCIL



Rachel Keedwell/
CHAIR, HORIZONS REGIONAL
COUNCIL



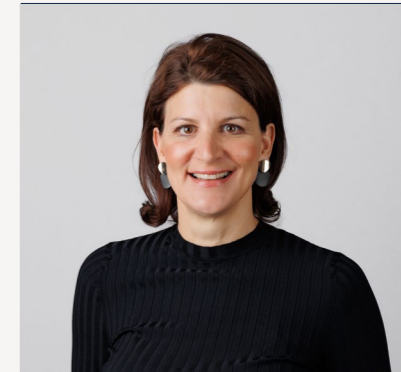
Craig Little/
MAYOR, WAIROA DISTRICT COUNCIL



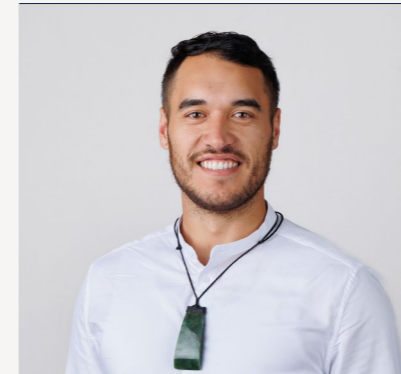
Phil Mauger/
MAYOR, CHRISTCHURCH CITY
COUNCIL



Paula Southgate/
MAYOR, HAMILTON CITY COUNCIL



Rehette Stoltz/
MAYOR, GISBORNE DISTRICT
COUNCIL



Moko Tepania/
MAYOR, FAR NORTH DISTRICT
COUNCIL



Alex Walker/
MAYOR, CENTRAL HAWKE'S BAY
DISTRICT COUNCIL



Tory Whanau/
MAYOR, WELLINGTON CITY COUNCIL



**Local democracy's
vision and voice**