

**CANTERBURY MAYORAL FORUM**

# **Future for Local Government**

**WORKSHOP TWO SUMMARY**

**MAY 2021**

**CANTERBURY  
Mayoral Forum**

# Taking a 'Strengths-based' approach.

Local Government exists to strengthen local values, wellbeing and identity.

Canterbury's opportunity is to stimulate the high trust relationships emerging between its governance organisations to lead in delivering holistic outcomes for the community.

## WORKSHOP PURPOSE

# To build on our current strengths and stimulate existing opportunities for the wellbeing of whānau within our communities.

## SUMMARY

The May 2021 workshop represented the beginning of the Future for Local Government Review. In a two-way discussion, the review team and the Mayoral Forum explored the preferred future for local government. The session concluded by highlighting a range of actionable partnership projects that exercise the inherent strengths of local governance in the community.

### Core Focus

- Building familiarity of the review team, their kaupapa and process.
- Begin a two-way dialogue between the review team and the Canterbury Mayoral Forum.
- Develop collaborative projects that enable wellbeing within our local communities

## OVERVIEW

### INTRODUCING THE REVIEW PANEL

Jim Palmer  
Bryan Patchett  
Sarah Polaschek

Fielded questions regarding their process and remit. The initial phase is to engage with governance organisations across NZ to report on their strengths opportunities and challenges.

### STRENGTHS AND OPPORTUNITIES

The Mayoral Forum and other representatives responded to two questions set by the review team:

1. What are the strengths and successes of the current system?
2. What are the opportunities to improve the local government system?

### OPPORTUNITIES FOR ACTIVATION

Tables then built on discoveries from the March Workshop to identify latent, actionable opportunities for community wellbeing.

The activations were framed based on a community need and local pioneers servicing that need.

### FORUM FOR OPPORTUNITY

Synthesising the outcomes from both March and May's workshops into an action plan.

The core outcome from the March session was to develop more integrated sustainable partnerships. May's workshop highlighted opportunities to action.

## SUMMARY

# Purpose and scope of the the Future for Local Government review

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

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

## SUMMARY

# Strengths and Successes

### TABLES WERE ASKED:

## What are the strengths and successes of the current local governance system?

**The key strength of local governance is its social licence to service the unique needs of the community.**

Local governance is:

- Accountable
- Visible
- Agile
- Trusted

### INSIGHTS

- We are agile and can be creative collectively
- We are accountable and visible
- The more local we are, the more the community can connect
- Our Mayoral leadership and influence
- Our ability to convene both private and public organisations from within our communities and lead in times of crisis
- We are elected locally and have a mandate to act within the interests of the community
- Our relationships with Rūnanga and Iwi
- Nature of Canterbury - We enable innovation
- Community governance structures, such as schools, allow people to see themselves as integral to community, creating trust
- Local governance allows local issues to come to the fore and be dealt with
- The willingness to get community views, including Mana Whenua and influence decisions.
- Local people, local accountability to local solutions
- The trust in relationship between ourselves as elected members in our communities that we represent

## SUMMARY

# Short-term Opportunities

### TABLES WERE ASKED TO:

## Identify two or three early opportunities

### Building capability across all governing organisations to enable more collaboration.

Capturing evidence (data) of the social innovation happening in Canterbury.

- Be Agile
- Collaborate
- Showcase
- Streamline

### INSIGHTS

- Take the opportunity to rationalize and strengthen the LTP and Annual Plan process.
- Look towards exemplars such as the Mayor's Task Force for Jobs
- Take the early opportunity to work in a greater partnership with TLAs, ECan, EPAs, Taumata Arowai and Mana Whenua
- Co-governance with Mana Whenua and greater connection there
- Implement nationally comparative wellbeing indicators
- Showcase more of what we're good at, and how that shows we're delivering on wellbeing
- Reframe 'local government' to 'local service delivery' to change the context
- Be evidence based. Speak directly to the government's wellbeing agenda, because Treasury can speak to all government departments.
- Streamline processes and build capability and capacity, particularly from Ngai Tahu's perspective so that we can engage properly and be adequately resourced
- Have a holistic approach to how engagement happens. For example, a structure such as navigators that come from the community who go out and empower community and whanau.
- Less time discussing and more time doing.

## SUMMARY

# Long-term Opportunities

### TABLES WERE ASKED TO:

## Identify six long-term opportunities to significantly improve the local government system?

Working with Mana Whenua to achieve intergenerational wellbeing.

A share of local consumption tax to reinvest into projects that improve intergenerational wellbeing.

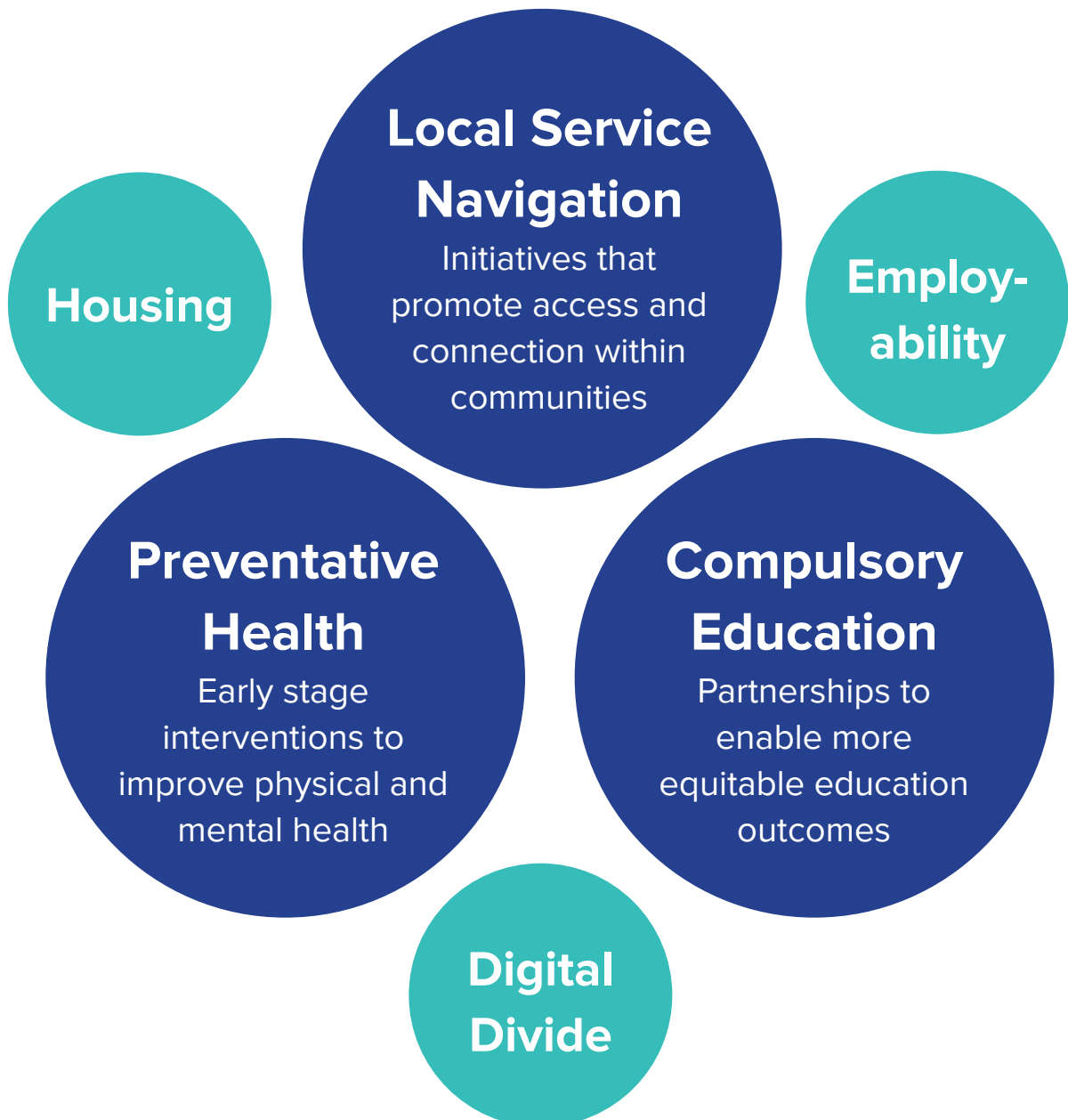
An evidence-driven framework that is responsive to community needs.

### INSIGHTS

- Improve trust and confidence with factual data
- Examine the process and the value of the long term planning process
- Build capability within our partnership with Mana Whenua
- The wider our network the stronger we will be because we have capability
- Capability building to ensure a high level of understanding of different governance, from Mana Whenua to community
- Consideration of the flow on effect when one part of government makes a decision – how does it flow on to others?
- Consumption tax should be shared to create sustainable economic growth, which funds future sustainable economic growth for our communities
- Shift the relationship between central and local government from 'parent-child' to an equal partnership
- Develop a framework that identifies the hierarchy of needs across the broader community. Recognise and address the local differences and prioritise of each of those groups
- Develop a more integrated approach of delivery across a range of activities. For example, making infrastructure decisions based on health and wellbeing of our communities
- Progress in legislation to ensure Mana Whenua have input into local decision making

**ACTIVATIONS**

# Putting our local strengths into practice





## OUTCOMES

# Actionable opportunities

Building on the areas of focus from the March session, tables were asked to identify a wellbeing need within the community and highlight pioneering organisations or individuals who are enabling transformation of communities.

### 1. Kaiārahi

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**Concept:**

A network of Kaiārahi (navigators) identify areas of community need, orientate citizens and influence prioritisation of resources.

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**Wellbeing need:**

Navigating the wide range of social services is often challenging and overwhelming. Depending on your personal network, you may not get the best advice you need.

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**Pioneers:**

[Together Hurunui](#)  
[Whānau Ora](#)

### 2. Mental Health

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**Concept:**

Working in partnership with the local health authority to provide early support and guidance to whānau impacted by mental health.

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**Wellbeing need:**

Whānau and friends are the early-responders to mental health problems in the community. It is difficult to get support until the situation has escalated to harmful levels.

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**Pioneers:**

[No Wrong Door](#)

### 3. Pathways

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**Concept:**

Work with schools and tertiaries to provide more personalised and localised pathways to meaningful employment.

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**Wellbeing need:**

Whether young or old, finding or transitioning to meaningful employment is challenging. Securing effective, relevant, localised guidance can reduce stress and build confidence.

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**Pioneers:**

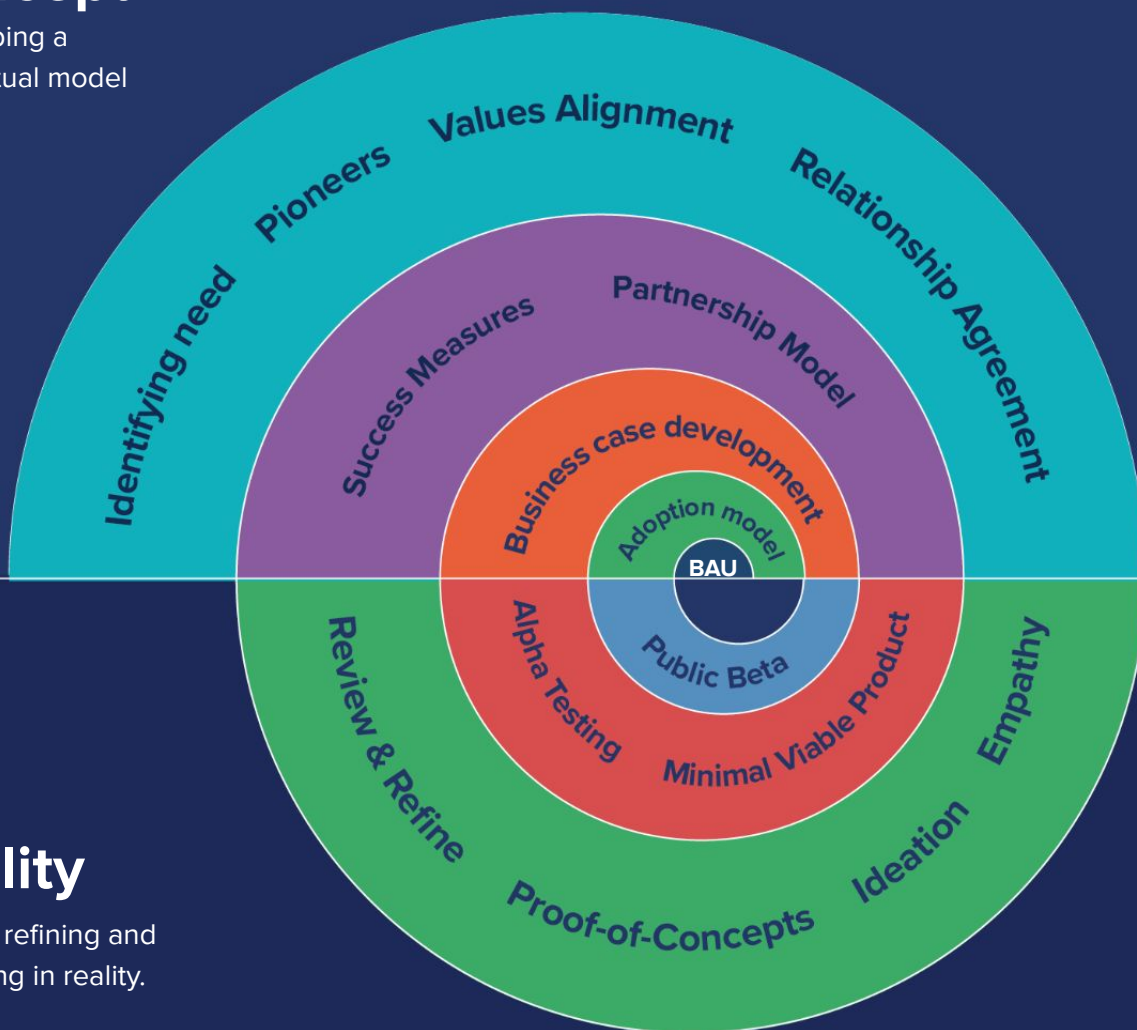
[Big Brother, Big Sister](#)  
[24/7 Youth](#)

## MODEL FOR TRANSFORMATION

Enabling an operational shift from business-as-usual to a new model of partnership requires an open mindset throughout an iterative process of testing and refinement.

### Concept

Developing a conceptual model



### Reality

Testing, refining and improving in reality.

This diagram highlights that the journey from the conceptual proposal of a new approach, partnership or model of operating goes through many iterations before reaching business-as-usual.

The majority of the journey is a process of discovery, capability building and learning. Each step provides the evidence and insight required to make the next step.

## IMMEDIATE ACTION

# Combining our focus on local solutions to wellbeing with the current health reforms.

The collective observations point towards more integrated partnerships operating at a hyperlocal level. The overarching objective is to offer guidance to whānau and citizens in need early, and at the places they engage at, rather than expecting them to come to us.

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### LEVERAGING LOCAL SERVICE CENTRES

With our network of libraries, recreation centres, pools, community centres and other facilities, local council provides the best platform of hyperlocal interfaces to the community.

There is opportunity for these community centres to provide a range of wellbeing support through integrated partnerships with other specialist social services.

### CAPABILITY, FUNDING AND DATA

The shift towards measures of wellbeing requires a new level of pastoral care from public sector staff. This shift in focus will require capability development to enable staff to identify and orientate citizens towards appropriate specialist services.

Mechanisms within government need to be established to appropriately fund 'connector' roles within partnerships.

By aggregating the insights we can better measure the impact of resourcing and localised interventions.

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### NEXT STEPS: DEVELOP A PARTNERSHIP PROPOSAL

Convene a meeting with relevant decision makers to develop a proposal that meets the needs of the health reform, local government's wellbeing mandate and our local communities.

Local government is one of the most important institutions our species has created for expanding human wellbeing.

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