

17 April 2015

Ashburton District Council
PO Box 94
Ashburton 7740

To whom it may concern,

Submission: The Council Long-term Plan 2015–25 (LTP)

Please accept the following letter and attachments as the Institute's submission on your council's long-term plan. The McGuinness Institute is a non-partisan think tank working towards a sustainable future, contributing strategic foresight through evidence-based research and policy analysis.

We welcome this opportunity to put forward a few ideas and observations that we hope will prove useful as you and your community work together to develop a long-term plan. This submission takes the form of an overview of our recent work. It is not a prescriptive document, and we have not made specific recommendations. We consider the projects described below may provide a useful context on certain issues when finalising your long-term plan.

Our flagship project, *Project 2058*, began in 2008 and focuses on where we want New Zealand to be in 50 years. Therefore, our research is conducted primarily with long-term issues in mind. Our 2015 work programme is based on our observations from 2014 and can be found on the McGuinness Institute website. We believe that if we want New Zealand to be in a better position in the long term, we need to think local – hence this submission. If you have any questions or queries, please do not hesitate to contact me.

Three years ago we provided councils a standard submission, much like we have done today. Firstly, I would like to thank those councils that provided feedback and engaged with the Institute over the last three years. The value of the submission process rests in part in receiving input from many different voices within the community. It should be noted that some of our projects and publications were developed in collaboration with others and reflect the ideas of a wide range of people as a result. All documents mentioned are either attached or can be found on our websites listed at the end of this letter.

This submission builds on the following workshops and projects:

1. *The LocalNZ* and *LivingStandardsNZ workshops* – the 10 recommendations put forward by youth participants who attended *LocalNZ* – a four-day workshop held in Wanganui and Wellington in 2014 and the 'Living Standards Metaphor' articulated by the participants of the *LivingStandardsNZ* workshop held in December 2013.
2. *Project StrategyNZ* – The findings of *The Government Department Strategies Index 2015*.
3. *Project One Ocean* – The recommendations of a recent report, *Report 10: One Ocean: Principles for the stewardship of a healthy and productive ocean*.
4. *Project TalentNZ* – The need to create a talent-based economy.
5. *Project Pandemic Management* – The need to prepare and protect our communities.

1. LocalNZ workshop: The 10 recommendations by participants

Our November 2014 workshop, *LocalNZ: Connecting youth committed to local government*, brought together 35 young people from throughout the country. This workshop was run in collaboration with the New Zealand Treasury, Wellington City Council and the organisers of the *A Place to Live* conference (the MacDiarmid Institute and Victoria University of Wellington, in association with the Royal Society of New Zealand, Wanganui District Council and the Whanganui River Maori Trust Board). Participants were tasked with answering the question: *How do regional goals align with national goals, and how might these goals need to change in order to aid regional growth?*

The 35 young people that attended were extraordinary; they were enthusiastic, inquiring and committed New Zealanders ready to engage and support their local communities. The end result, the *A Youth Statement on Regional Goals* booklet, is testimony to their hard work. We have provided a copy of the booklet for this submission as well as enough copies for your mayor, chief executive and councillor's. Below are the 10 recommendations outlined in the booklet (see pages 5–7 for further explanation):

1. Introduce creative information flows between local and central government.
2. Fresh thinking about how local government generates its revenue and matches its expenditure is needed.
3. Develop a deeper understanding of nature in order to have a healthy economy.
4. Harness what regions offer to quality of life.
5. Embrace the differences between regions and the unique qualities each region has to offer.
6. Central government should work harder to enable local government to sustainably make the most of its resources.
7. Tailor the education system for each region.
8. Visionary leadership is needed to benefit the regions, both in central and local government.
9. Build stronger relationships between representatives (MPs and councillors) and government (central and local) through integrity, trust and mutual respect.
10. Introduce the mokopuna clause.

You may also be interested in our December 2013 workshop, *LivingStandardsNZ: Aligning public policy with the way we want to live*, which emphasised the urgent need to better connect young people with their dreams and ambitions. One of the outputs from this workshop was the *2013 Youth Living Standards Framework for New Zealand*; I encourage you to read the 'Living Standards Metaphor' on page 5 of the booklet. Learn more about the workshop at www.livingstandardsnz.org.

2. Project StrategyNZ: Learning from The Government Department Strategies Index 2015

The Institute believes the strategies of central government should be easier to access, evaluate and build upon, particularly as these strategy documents shape and dictate the actions of local councils and community organisations. *The Government Department Strategies (GDS) Index 2015* website contains:

- The *Methodology*, which includes an explanation of our analysis using a scorecard. This scorecard could be used to evaluate the long-term plan itself.
- The *Profiles*, including (a) a link to each GDS document in operation as at 30 June 2014 – affectively creating a single source to access strategies published by any central government department and (b) an assessment of each GDS's content, describing what the strategy document does well and what it does not (published on each GDS profile).
- The *Strategy Wheels*, which illustrate how a core strategy drives more specific strategies and operational plans.
- The *Tables*, which rank each of the GDSs against each other.
- The *Observations*, including a list of seven key messages and examples of good practice.

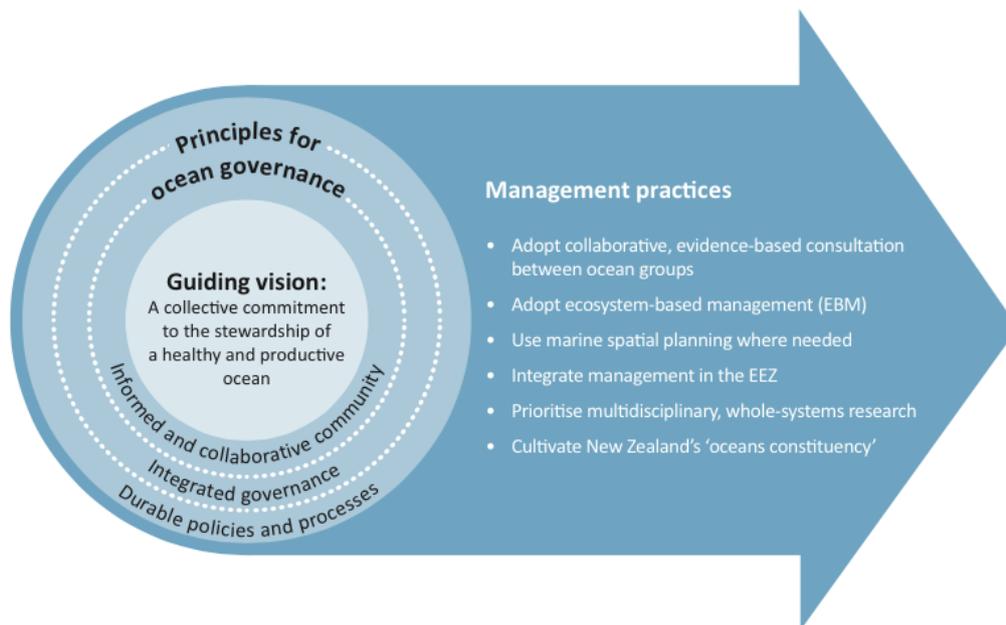
We believe *The GDS Index 2015* is the first of its kind worldwide and that it provides a valuable set of tools for councils to use to ensure their long-term plan aligns and builds on central government thinking and initiatives. You also might like to consider reporting to constituents on how the long-term plan links to other strategies and plans through an illustration of a strategy wheel.

We also consider the scorecard might be a useful way to stress test the content of the draft long-term plan. The six high-level elements that we believe should be included in all strategy documents in the public arena are discussions on (i) opportunities and threats, (ii) capabilities and resources, (iii) vision and benefits, (iv) approach and focus, (v) implementation and accountability and (vi) alignment and authority. Learn more about these elements by reading the attached *Think Piece 21: Strategy Stewardship Matters: Utilising the government department strategies index*.

3. Project One Ocean: The recommendations of our recent report

The *One Ocean: Principles for the stewardship of a healthy and productive ocean* report discusses the role of the oceans in New Zealand’s culture, economy and natural environment. It explores possible solutions to the challenges currently facing the management of human activities in New Zealand’s marine space and recommends the establishment of ocean governance principles to guide decision making. Figure 1 below (Figure 9 in the report) illustrates the report’s recommendations and puts forward three principles to help guide progress towards a shared ‘vision’ – a collective commitment which relies on the support of local government and communities. The full report is available to download on the Institute’s website.

Figure 1: Relationship between the guiding for New Zealand’s oceans, principles for governance and specific recommended management practices



In particular, the King Salmon decision indicates that community interests play a crucial role in long-term planning – not just in terms of land use but also in terms of coastal and marine estate use. The Institute was involved in the King Salmon decision, and our observations are written up in *Working Paper 2013/01: Notes on the New Zealand King Salmon Decision*.

4. Project TalentNZ: Creating a talent-based economy in New Zealand

The Institute believes that creating a talent-based economy in our local communities, and for New Zealand as a whole, is crucial. Creating a talent-based economy is not going to be easy, but councils should be considering

how to *grow, attract, retain* and *connect* talent over the long term. Communities that are able to create a dynamic talent-based ecosystem are more likely to become healthy, wealthy and interesting places to live. The war for talent has begun, and as talent attracts talent, those that create sustainable and durable talent ecosystems (see the *Menu of Initiatives* attached) today are likely to win the war for talent tomorrow. This work aims to progress Sir Paul Callaghan’s thinking.

The Institute’s *Menu of Initiatives* is designed for councils to review and consider. We recognise that each region, city and town has its own character, personality and skill set; therefore, the *Menu* has been designed with a range of initiatives to suit different contexts. The *Menu* website shows examples of these initiatives in action, so that councils can build tacit knowledge about how to personalise these for their own communities. You may be interested to know we are running two *TalentNZ: Menu of Initiatives* sessions at the New Zealand Community Boards Conference next month (14–16 May). We are also speaking on this topic at the World Futures Conference (24–26 July 2015) in San Francisco.

Later this year we will publish a grow edition of our *TalentNZ* journal, which will include 30 innovative examples of how New Zealanders are ‘growing talent’ in their communities. If you know of anyone that should be included, please let me know as soon as possible.

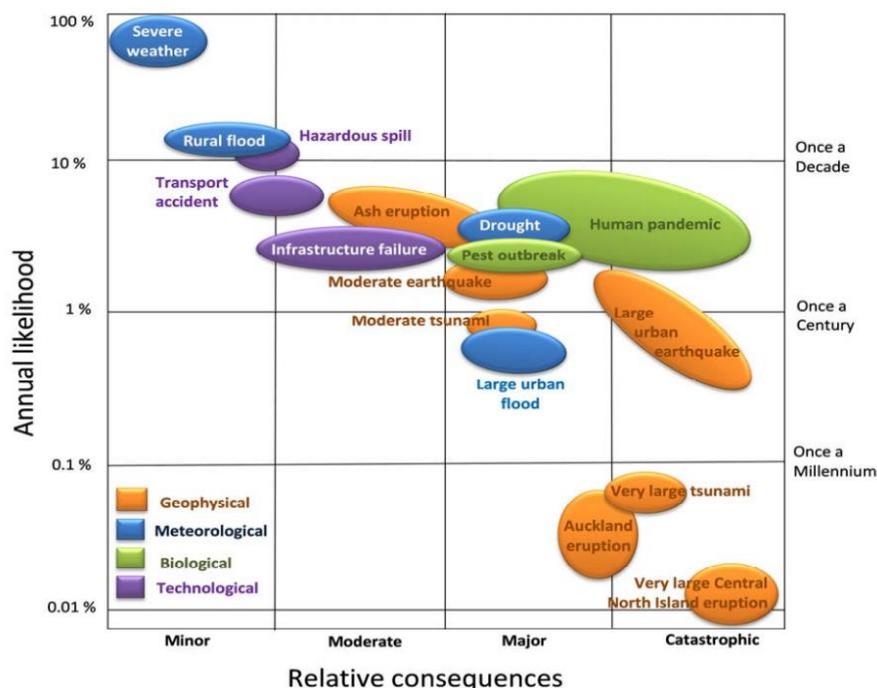
5. Project Pandemic Management: Revisiting our preparedness

In 2006 the Institute completed a project that reviewed past epidemic and pandemic events in order to make New Zealand more resilient in the future. As a result of recent events in West Africa, this project has been revisited, the results of which will be available shortly. At this stage, we wanted to bring to your attention three documents worth reflecting upon when preparing your long-term plan.

(a) Briefing to the Incoming Minister of Civil Defence (8 October 2014)

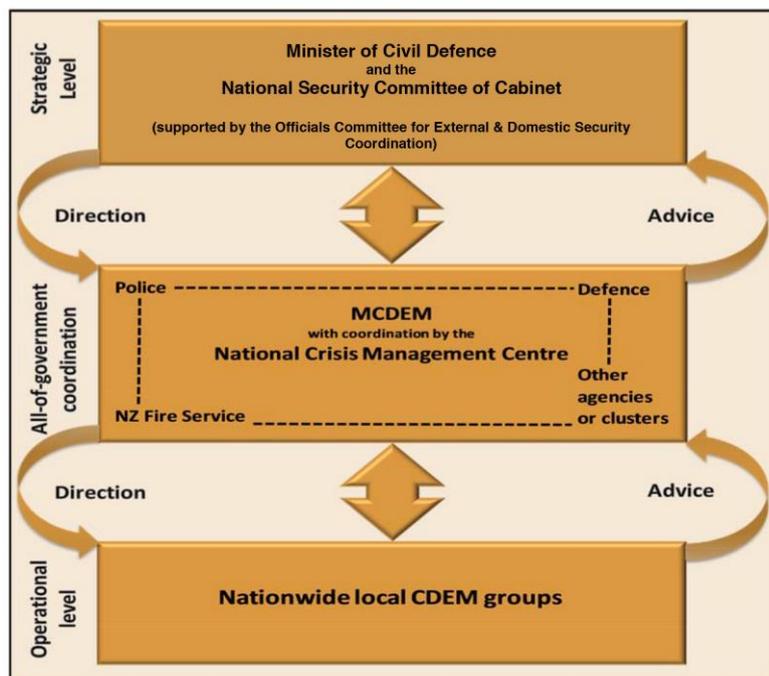
Figure 2 below (Figure 1 in the Briefing) illustrates the likelihood of national hazards occurring over the course of one year and the scale of their consequences. The figure indicates that based on the likelihood and relative consequences, the risk of a human pandemic occurring is the most significant risk facing New Zealand. This explains why the risk of a pandemic should be taken into consideration.

Figure 2: National hazard risks



This document also explains the recent changes, namely the Cabinet Committee on Domestic and External Security (DES) has now been replaced by the National Security Committee (NSC); see Figure 3 below (Figure 2 in the Briefing), which illustrates New Zealand’s national crisis management model.

Figure 3: New Zealand’s national crisis management model



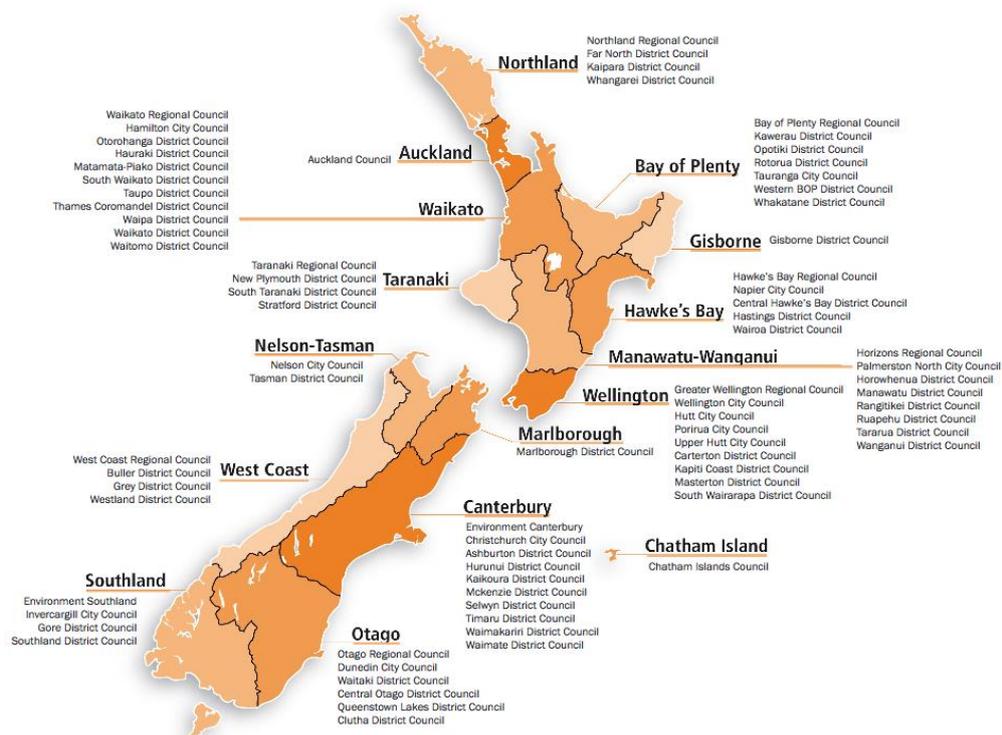
(b) World Health Organisation: One year into the Ebola epidemic (January 2015)

This report is a must read for those trying to equip their communities for epidemics and pandemics. I consider the Ebola outbreak as a slow-motion video of a crash scene; Ebola does not spread quickly (its basic reproduction value was, at its height, about 1.7), but there is a lot to learn about how communities might respond (positively or negatively) to highly contagious viruses, such as influenza, in the future. Another article of interest is James Gallagher’s BBC article *Ebola: How does it compare?* (December 2014), which compares Ebola with other epidemics.

(c) Civil Defence Emergency Management group plans

As a result of this work we learned about the Civil Defence Emergency Management (CDEM) group plans (required by the CDEM Act 2002). These plans represent the cooperation and coordination of local authorities with emergency services and other agencies to implement the *CDEM Strategy* vision at the local level. There are 16 CDEM groups formed across New Zealand; each group is made up of elected councillors from each council within geographical boundaries (see Figure 4 overleaf). As required under legislation, each group must develop, approve, implement and monitor a civil defence emergency management group plan and review that plan at least every five years. We think it is crucial that CDEM groups ensure these plans are accurate, relevant, up-to-date and take into account the risk of an epidemic or pandemic. Councils within each CDEM group should be collaborating closely amongst themselves and within the Ministry of Health to optimise the management of their preparedness and emergency response; this will make New Zealand more resilient when disruptive events occur.

Figure 4: Illustration of CDEM groups and their associated councils



Thank you for reading our submission. If you would like to discuss any of these topics in more detail, please do not hesitate to contact me.

All the best for 2015.

Yours sincerely,

Wendy McGuinness
Chief Executive

Attachments:

1. *A Youth Statement on Regional Goals: An output from the LocalNZ workshop* x 14
For more information on the *LocalNZ* workshop see www.localnz.org
2. *Think Piece 21: Strategy Stewardship Matters: Utilising the government department strategies index* x 14
For more information on *The GDS Index 2015*, see www.gdsindexnz.org
3. *TalentNZ: Menu of Initiatives* x 5
For more information on the *Menu of Initiatives*, see www.talentnzmenu.org