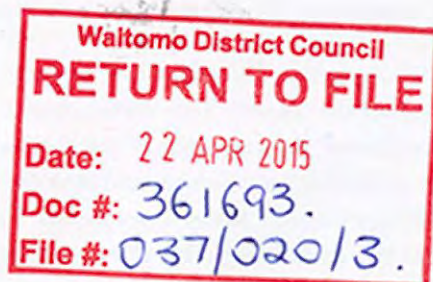


17 April 2015

Freepost 112498
 Waitomo District Council
 Queen Street
 PO Box 404
 Te Kuiti 3941



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.

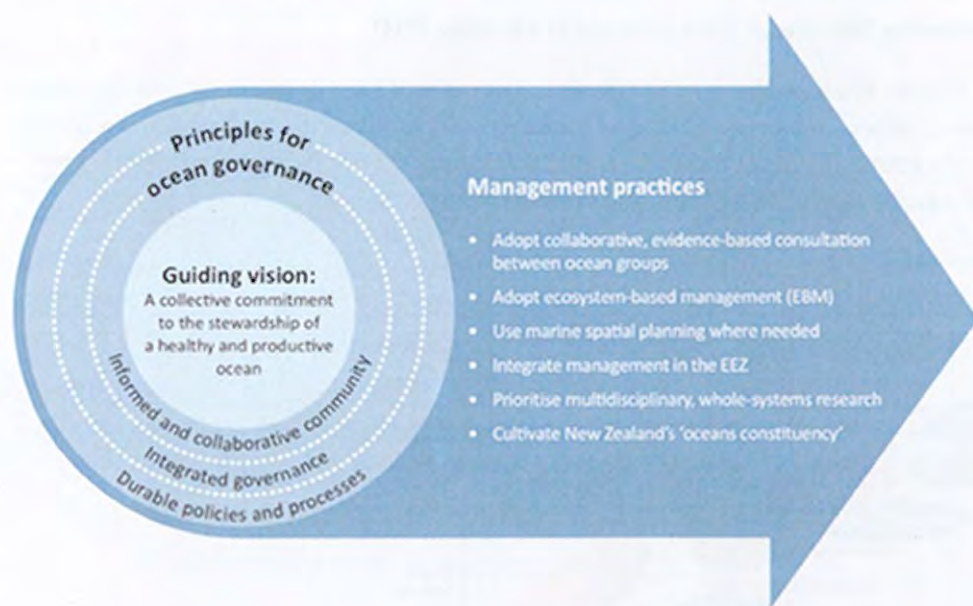
We believe *The GDS Index 2015* is the first of its kind worldwide and that it provides a valuable set of tools for councils to use to ensure their long-term plan aligns and builds on central government thinking and initiatives. You also might like to consider reporting to constituents on how the long-term 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 9
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 9
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



MCGUINNESS INSTITUTE

Strategy Stewardship Matters: Utilising the Government Department Strategies Index

Think Piece 21: April 2015
Wendy McGuinness & Madeleine Foreman

A coordinated and long-term approach to strategic thinking is essential for managing New Zealand's health and prosperity over the long term.

The Government Department Strategies Index 2015 is the latest initiative in the StrategyNZ work programme, which seeks to examine the current approach to strategy development in central government and looks at ways to improve momentum and build consensus about the way forward. Government department strategies (GDSs), once published, remain relatively forgotten in the public policy landscape. Are we missing an opportunity to sharpen what have become relatively blunt instruments? This think piece explains the purpose of the Index and how it can be used to bring strategies to the forefront of public policy.

In 2014, under the Official Information Act 1982, the Institute collected a list of 136 GDSs in operation (see definitions overleaf). From reading these strategies it was apparent that many did not provide all the information one would expect in a good strategy document. Currently there are no national guidelines to help policy analysts prepare a good strategy document, which possibly explains the disparity.

The GDS scorecard was developed late last year after a number of discussions. The key question driving the content of the scorecard was what makes a 'good' strategy document good (see Figure 1).

Importantly, the scorecard was designed to examine the content of the strategy document. Therefore, no judgement is made in regard to the quality of the problem definition (i.e. whether the strategy is appropriate given the current policy landscape), the strategic approach or the method of implementation.

Once the assessment was completed, it was then possible to not only rank each strategy by the 22 sub-elements from highest performing to lowest but also to rank each department and sector. These scores were presented visually for each strategy in a radar chart (see Figures 2 and 3 overleaf) and each department in a line graph (see Figure 4).

The results of this process are published on *The Government Department Strategies Index 2015* website - www.gdsindexnz.org. We believe it is a world first in assessing the content of all GDSs for a nation state - a testament to the opportunities that a small country provides.

Seven Key Observations

Analysing all 136 GDSs against the scorecard identified a number of patterns, similarities and variations across GDSs, sectors and departments. The scoring of each GDS enabled us to uncover the more complex relationships underlying the strategy creation and documentation process. These observations are summarised below. For those interested in more detail and examples of good practice, please see the *Index* website (under *Observations*).

1. GDSs tended to describe external environments more critically than their own internal realities.
2. GDSs often failed to document lessons learned from past strategies or from the wider public service.
3. Assumptions were not well articulated.
4. Good structure sometimes masked bad strategy content.
5. GDSs that were considered useful to the public sector were also considered useful for the general public.
6. A number of GDSs read as though they reflected a decision and then back-filled.
7. GDSs often failed to articulate who wins (and who might lose) from implementing the strategy.

There is an opportunity to improve strategy stewardship by focusing on improving the content of strategy documents and ensuring these documents are both accessible to the public and able to be evaluated by independent parties. This research indicates that departments need to work harder to make strategy documents more integrated and better understood across the public service.

The Government Department Strategies Index 2015 scorecard					
1 Opportunities and Threats	2 Capabilities and Resources	3 Vision and Benefits	4 Approach and Focus	5 Implementation and Accountability	6 Alignment and Authority
1.1 Does it identify opportunities going forward?	2.1 Does it identify current and future capabilities (e.g. skills, partnerships/relationships)?	3.1 Does it provide a clear vision as to what success would look like (a desired future condition)?	4.1 Does it break down the vision into a number of strategic goals/objectives that are tangible, specific and different from each other?	5.1 Does it identify who is responsible for implementing the GDS?	6.1 Does it discuss predecessors to the strategy and identify any lessons learnt from these?
1.2 Does it identify threats going forward?	2.2 Does it identify what capabilities it does not have and needs to acquire or work around?	3.2 Does it identify who the beneficiaries are and how they will benefit?	4.2 Does it identify a range of strategic approaches to solve the problem?	5.2 Does it identify who will report on its progress?	6.2 Does it align with its department's SOI?
*1.3 Does it contain a clear statement describing the problem that this strategy is trying to solve?	2.3 Does it identify current and future resources (e.g. financial)?	*3.3 Does it describe how success will be measured and over what time frame?	4.3 Does it clearly describe the chosen approach, outlining what it will and will not do? See 'the approach' in part II.	5.3 Does it explain how progress will be reported (e.g. reports and statistics) and over what time frames?	6.3 Does it align with its department's 4YP?
	2.4 Does it identify what resources it does not have and needs to acquire or work around?		4.4 Does it highlight the risks, costs and benefits of the chosen pathway/approach (e.g. possible unintended consequences)?	5.4 Does it discuss whether the GDS will undergo a final review once it is completed, updated or expired?	6.4 Does it align with its department's annual report?

Figure 1: The six elements and twenty-two sub-elements of the scorecard used to assess each GDS. Each sub-element held a possible score out of four, except for elements 1.3 and 3.3, which were given scores out of eight to represent their importance. To learn more about how the scorecard works, please see page 6 of the *Methodology*, which can be downloaded from *The GDS Index* website: www.gdsindexnz.org.

How to use the Index

Strategy concerns choice. What we choose to focus on, as individuals, communities and a nation, indicates the direction we are likely to travel. Depending on the intensity of our focus and the quality of our strategic instruments, we might drift slowly on a fixed trajectory, only changing direction in response to a disruptive event, or we may move rapidly and purposively, working hard to be proactive, agile and open to emerging opportunities and challenges.

The *Index* can contribute better stewardship in terms of publishing better strategy documents, improving transparency, delivering better public engagement and critical assessment, and developing a deeper understanding of trade-offs and the way forward.



Figure 2: CER's Recovery Strategy for Greater Christchurch Mahere Haumanutanga o Waitaha radar chart

To summarise:

- Using the scorecard and reading the examples of good practice are two ways institutions can improve the content of strategy documents. See *Methodology* and *Observations on the Index* website.
- Local government can use the *Index* to crosscheck their long-term plans against GDSs and build on national initiatives.
- Central government can use strategy wheels to better illustrate the relationships between instruments and institutions, especially when developing further long-term strategic thinking. See *Strategy wheels* on the *Index* website.
- The *Index* can increase the transparency of strategy ownership and improve accountability for strategy implementation.



Figure 3: MOH's Rising to the Challenge: The Mental Health and Addiction Service Development Plan 2012-2017 radar chart

The public needs strong strategy stewardship. The *Index* is a tool designed to empower institutions and individuals alike, building a narrative based on hindsight, insight and foresight – the three different perspectives that underlie effective strategy design and efficient strategy implementation.

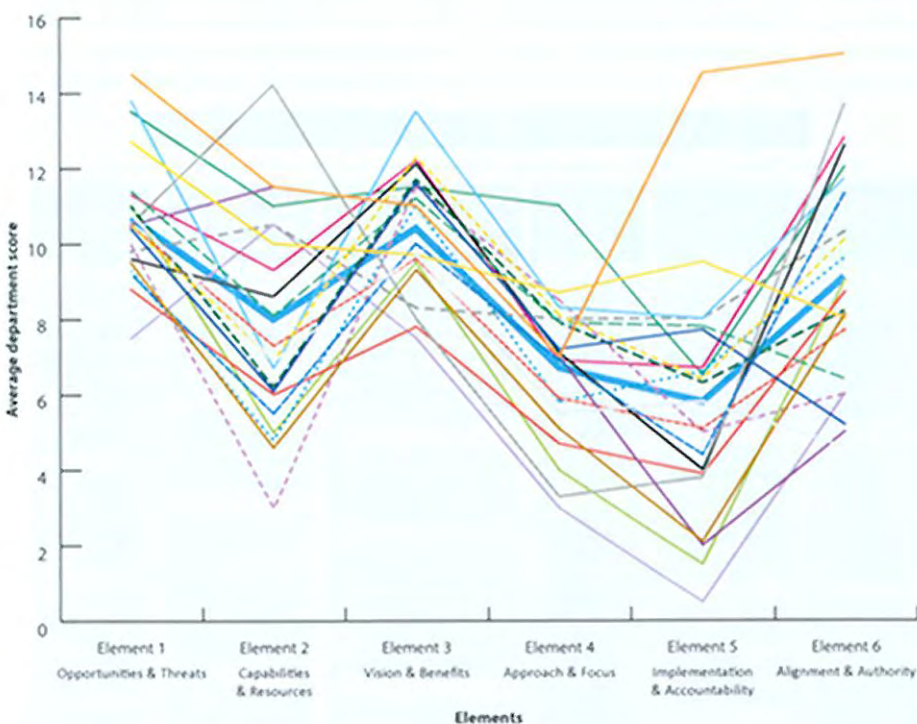
For the purposes of the *StrategyNZ* project, the following definitions apply:

A strategy: A strategy is about maintaining a balance between ends, ways and means. Professor Freedman, in his book *Strategy: A history* suggested it is 'about identifying objectives; and about the resources and methods available for meeting such objectives. This balance requires not only finding out how to achieve desired ends but also adjusting ends so that realistic ways can be found to meet them by available means'.

A government department strategy (GDS): A 'government department strategy' must:

- be a publicly available statement or report;
- be generated by government departments with a national rather than a local focus;
- contain long-term thinking, in such a way that the strategy links to a long-term vision or aim, and ideally provide clarity over the factors that may impinge on the attainment of that vision or aim; and
- guide the department's thinking and operations over the long term (i.e. contain a work programme to achieve change over two years or more).

A plan: A plan is operational in nature; it focuses on who will do what and when. It does not explore the tensions/trade-offs in the external environment or the strategic ways/options in any detail.



Note: The following seven departments did not publish any GDS between 1 July 1994 and 30 June 2014

- Crown Law Office
- Education Review Office
- Government Communications Security Bureau
- Inland Revenue Department
- Te Puni Kōkiri, The Ministry of Māori Development
- Ministry of Women's Affairs
- Serious Fraud Office

Figure 4: Comparison of average department performance against the six elements of the GDS scorecard

We would like to extend a big thank you to everyone who attended our 1 October discussion, 'How can we make government department strategies count?'. We also wish to acknowledge contributions to this project by Stephen Cummings, Professor of Strategic Management, Victoria University; Patrick Nolan, Productivity Commission; James Palmer, Deputy Secretary Strategy, Ministry for the Environment; Rodney Scott, State Services Commission and Treasury; and Simon Wakeman, Productivity Commission. You can view *The GDS Index 2015* at www.gdsindex.org. The Institute will be publishing *Report 15* later in the year, which will build on the *Index* and the *StrategyNZ* working papers; see the *Project StrategyNZ* page on the McGuinness Institute website at www.mcguinnessinstitute.org.

Never worry about the things you are not good at. Discover what you are good at and do that, and do it with commitment. But always respect those whose talents are different from your own.

See the opportunities in new directions. If you do not change direction, you may end up where you are heading.

Never underestimate the capacity of those younger than you to surprise you with their talent. Learn from them, and always revel in the opportunity to combine talents to build a team.

The paradox is to live each day as though it were our last and, at the same time, to live as though we will live forever.

Sir Paul Callaghan

The Journey Continues

Sir Paul Callaghan promoted the concept that 'the journey is the destination' and this is definitely the ethos behind the *TalentNZ* project.

The *Menu* is available on the *TalentNZ Menu* website at www.TalentNZMenu.org. This provides an online space for people to share their thoughts and observations. This feedback will enable us to continue to gather information on current and new initiatives and share knowledge and ideas throughout New Zealand. This website also offers more detail on the 28 initiatives, providing New Zealand and international examples to demonstrate how these initiatives are currently being implemented.

The *TalentNZ* project is designed to create a space for a structured discussion on how we might work together to make New Zealand's talent-based economy flourish. Our programme will continue into 2015. If you want to learn more, please connect with *TalentNZ* at www.TalentNZ.org to receive our regular newsletter.

All the best,



Wendy McGuinness
Chief Executive, McGuinness Institute

Thank You

30 Interviewees

As interviewed in the *TalentNZ Journal*

Richard Athorne
David Band
Jamie Band
Anne Barnett
Tim Bennett
Vicki Buck
Anna Campbell
Rachel Carrell
Kaila Colbin
Andrew Coy
Dave Darling
Roger Dennis
Rod Drury
Janice Feutz
Jim Flynn
Andrew Hamilton
Paul Hansen
Tahu Kukutai
Liz MacPherson
Raf Manji
Ocean Mercier
Bill Moran
Tim Nixon
Patrick Nolan
Mike O'Donnell (MOD)
Frances Valintine
Damien van Brandenburg
Catherine Walker
Malcolm Webb
Graeme Wong

Other Contributors

Hayden Glass
Shaun Hendy
Tracey Lee
Billy Matheson
Wil McLellan
Sam Morgan
John Trail
Guy Whately
Murray Wu

Councils Advisory Group

As part of the *TalentNZ National Tour*, we invited a range of councillors and council staff from Auckland, Christchurch, Dunedin, Gisborne, Hastings, Kaikoura, Napier, Tauranga, Wanaka and Wellington to review early versions of the *Menu*

Eric Assendelft
Erik Barnes
Councillor Maxine Boag
Rachel Brown
Deputy Mayor Vicki Buck
Precious Clark
Councillor Ross Clow
Deputy Mayor Lyal Cocks
Councillor Jo Coughlan
Councillor Matt Cowley
Councillor Andy Cranston
Councillor Bev Edlin
Councillor Craig (Ferg) Ferguson
Stuart Grant
Mayor Winston Gray
Councillor Sandra Hazlehurst
Councillor Simon Marsh
Councillor Tania Kerr
Councillor Ella Lawton
Deputy Mayor Justin Lester
Councillor Mick Lester
Councillor Paul Lonsdale
Councillor Jinty MacTavish
Councillor Raf Manji
Ross McLeod
Councillor Clayton Mitchell
Councillor Darlene Morgan
Councillor Dick Quax
Councillor John Roil
Councillor Pat Seymour
Councillor Roy Sye
Councillor Lee Vandervis
Councillor Penny Webster
Councillor Andrew Whitley
Councillor Simon Woolf

Published 11th June 2014

View the *Menu* or comment directly on a specific initiative at www.TalentNZMenu.org

Receive our regular *TalentNZ* newsletter, connect with *TalentNZ* at www.TalentNZ.org

Contact the Institute at TalentNZ@McGuinnessInstitute.org

TalentNZ is a McGuinness Institute Project.

Menu of Initiatives

Creating a place where talent wants to live



GROW



ATTRACT



RETAIN



CONNECT

The power of an idea

This menu illustrates New Zealand's talent ecosystem and showcases a broad range of possible initiatives that communities might implement in order to create a flourishing talent-based economy.

In March 2011 the Institute had the honour of having Sir Paul Callaghan, Kiwibank New Zealander of the Year (2011), as the keynote speaker at its first major workshop – *StrategyNZ*. Sir Paul explained why New Zealand must focus on talent and create 'a place where talent wants to live'. You can watch his inspirational presentation on YouTube by searching 'Sir Paul Callaghan *StrategyNZ*', so far it has had over 40,000 views.

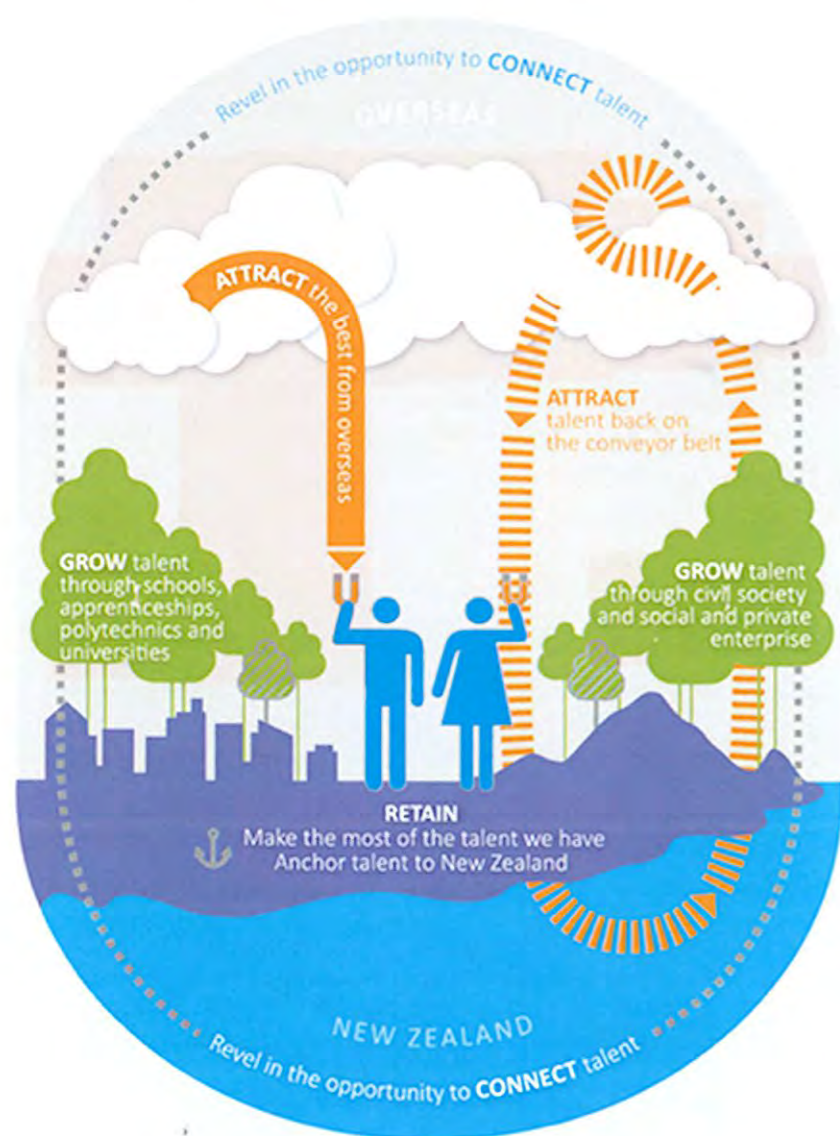
The *TalentNZ* project is the Institute's response to Sir Paul's idea to create a talent-based economy for New Zealand. It brings together our research – what we have found from talking and listening to communities, as well as reading broadly on the topic at a local, national and international level. We wanted to develop a sense that we are moving, either individually or collectively, towards a shared goal.

We were also very aware of the need to identify and test our own assumptions; we did not want to unintentionally mislead communities through a lack of transparency and so we openly invited and collected feedback along the way. A more detailed discussion of our assumptions can be found on the *TalentNZ* project page on our website. The resulting feedback has formed the basis for our *Menu of Initiatives* and we thank everyone who has helped us on this journey.

What's on the Menu?

The *Menu of Initiatives* is made up of two elements:

1. The TalentNZ Ecosystem







The *TalentNZ Ecosystem* (above) illustrates the four integrated work-streams that we have identified as necessary to create a talent-based economy for New Zealand. They are: *grow talent*, *attract talent*, *retain talent* and *connect talent*. The ecosystem was designed to demonstrate how these work-streams interact, as understanding the system is the first step to identifying the levers that will enable communities to consider, design, implement, measure and reassess strategies over time.

These work-streams evolved from the 30 interviews in the 2013 *TalentNZ Journal*. The interviews showed the way forward, but the full nature of the ecosystem only became apparent when we took these ideas around the country as part of the Institute's 2014 National Tour.

2. The 28 Initiatives

The 28 initiatives described below have been developed using the feedback we have gathered from across New Zealand. We view this list as a starting point that provides a platform for ongoing discussion. Notably, many initiatives align with more than one work-stream and a level of judgement has been necessary to determine where each best fits. Overall, we have worked to categorise initiatives based on where they have the strongest effect in terms of the outcomes they might deliver. View the *Menu* in more detail or comment directly on a specific initiative at www.TalentNZMenu.org

GROW	ATTRACT	RETAIN	CONNECT
			
<p>Grow 1 Put the student at the centre</p> <p>Grow 2 Build a curriculum fit for the future</p> <p>Grow 3 Incentivise 15-21 year olds who want to be makers</p> <p>Grow 4 Incentivise 18-25 year olds who want a university education to complete their undergraduate degree in New Zealand</p> <p>Grow 5 Cultivate new entrepreneurs</p> <p>Grow 6 Promote storytelling (Pūrākau)</p> <p>Grow 7 Seek out a youth voice</p>	<p>Attract 1 Map the ecosystem</p> <p>Attract 2 Identify the talent you want</p> <p>Attract 3 Attract international talent</p> <p>Attract 4 Showcase existing talent</p> <p>Attract 5 Showcase hard infrastructure</p> <p>Attract 6 Showcase soft infrastructure</p> <p>Attract 7 Provide an appropriate income package</p>	<p>Retain 1 Use the talents we have</p> <p>Retain 2 Provide clear career pathways for individuals</p> <p>Retain 3 Deliver a caring and enjoyable environment (Manaaki)</p> <p>Retain 4 Focus on creating a good entry and exit</p> <p>Retain 5 Combine talents to build effective teams</p> <p>Retain 6 Communicate future intentions</p> <p>Retain 7 Share community goals</p>	<p>Connect 1 Take responsibility for connecting</p> <p>Connect 2 Connect existing entrepreneurs with a purpose</p> <p>Connect 3 Create twinning opportunities</p> <p>Connect 4 Embrace diaspora</p> <p>Connect 5 Create hubs</p> <p>Connect 6 Create an online presence</p> <p>Connect 7 Manage logistics by aligning people, data, products and services</p>



A YOUTH STATEMENT ON REGIONAL GOALS

An output of the LocalNZ workshop

16-19 NOVEMBER 2014

35

Participants aged
between 18 and 25 share
their thoughts on regional development

Introduction

The *LocalNZ* workshop brought together 35 young individuals from throughout the country who are passionate about their local communities.

This workshop was a direct response to the *TalentNZ* 2014 tour. During March the Institute visited 10 councils around New Zealand and found a growing disparity between rural New Zealand and the major cities. The workshop aimed to provide a space for young New Zealanders to identify opportunities and challenges and suggest policy options going forward. The Institute, in discussion with the New Zealand Treasury, tasked the participants to answer the research question: **How do regional goals align with national goals, and how might these goals need to change in order to aid regional growth?**

This workshop had five objectives:

1. To provide participants with a deeper understanding of public policy and the machinery of government.
2. To connect youth across New Zealand who have a shared commitment to local government.
3. To forge stronger relationships between youth and councils.
4. To raise interest in Antarctica among youth.
(In 2014 the Institute established a New Zealand Antarctic Youth Council; Christoph Kraus was the council representative at the workshop.)
5. To suggest ways to align national and regional goals (see recommendations on pages 5, 6 and 7).

To achieve these objectives we reached out to all councillors in New Zealand, asking them to nominate a young person between the ages of 18 and 25 who had demonstrated a commitment to local government. Of the 35 participants, seven worked at a local council and 18 were members of a youth council. Those attending the workshop did so at no cost but agreed to 'pay it forward' by providing 10 hours of voluntary service in 2015 to their local community.



Day 1: Tāhara Lodge, Wanganui

The first two days were spent at the *A Place to Live* conference in Wanganui. Participants travelled up the Whanganui River, visiting Hiruharama Marae at Jerusalem. They were greeted by children at the only kura (school) on the river, Te Wainui a Rua in Ranana, and listened to local leaders at Koriniti Marae.

The third day was spent at the New Zealand Treasury in Wellington discussing issues facing our regions. On the fourth and final day, participants presented their combined thinking at two presentations; the first was to over 170 guests at Parliament and the second was a video call back to the *A Place to Live* conference. This booklet is one of eight outputs from the workshop (see page 10).

Thank you to everyone who helped make this workshop happen – see page 11 for a complete list of supporters and speakers. I would particularly like to thank Hon. Paul Goldsmith, the New Zealand Treasury Chief Economist Dr Girol Karacaoglu, the New Zealand Treasury Deputy Secretary of Strategy, Change and Performance Bill Moran, LGNZ Principal Policy Advisor Dr Mike Reid and Rotorua District Councillor Tania Tapsell, all of whom strongly supported this project from its infancy. I hope you find the output of the 35 young New Zealanders as refreshing and insightful as I have.

Wendy McGuinness
Chief Executive
McGuinness Institute

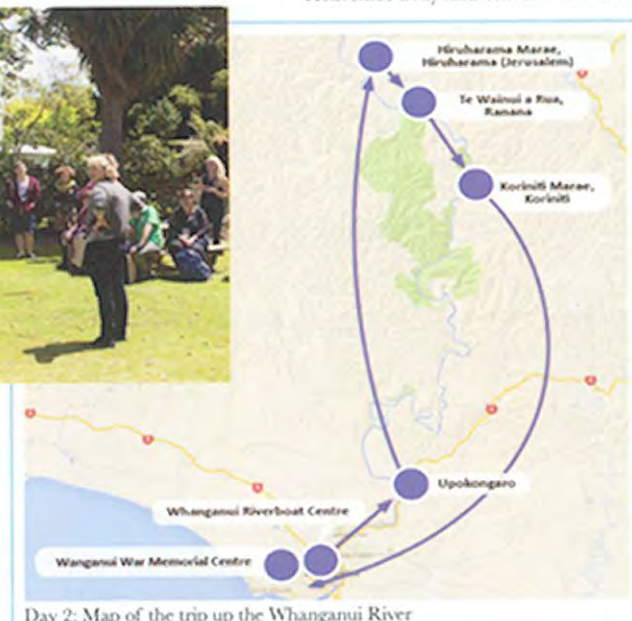
Kia ora

We are 35 young New Zealanders from throughout New Zealand that travelled up the Whanganui River (see map of Day 2 below), but our journey was more than that. We came from many walks of life and witnessed the disparity between our regions and our centres. We felt the unity and strength flowing through iwi of the Whanganui River and the connections they share with their river.

Together we discussed the goals of regional New Zealand and compared them with national goals. This led to three underlying themes. Theme one was the desire to create a better quality of life for our children and grandchildren. We came to realise one size does not fit all and not all communities are the same, which led to theme two: embracing diversity. Lastly, we appreciated the need for visionary leadership; we need strong leaders willing to engage, participate and collaborate.

We need a vision for a future that sustains the economy, environment, society and culture while acknowledging our differences. Through leadership we can move as one towards better qualities of life engaging wider communities and providing a healthier environment for our rangatahi. We found communication was key. This booklet aims to communicate our thinking as at 19 November 2014.

Heavenlee Bray and Shivani Makwana



Day 2: Map of the trip up the Whanganui River

The goals of national and local government

In trying to answer the question of how regional goals align with national goals and how these goals might need to change in order to aid regional growth, we must define what goals are. Developing infrastructure and systems that ensure the smooth operations of communities are important goals for local and national government, however, ensuring communities function should not be classified as a goal; rather, this is a minimum requirement.

Further, there is a common misconception that wellbeing is defined by economic factors. It is of vital importance that we do not confuse indicators with actual signs of wellbeing. Economic progress is generally good, but it is only important to wellbeing if it actually increases happiness or satisfaction.

Promoting the mana of the community as a great place, now and in the future, should be a goal for national and local government. This would see a shift towards a community-focused system of governance.

Sean Johnson and Jack Marshall

People think Wellington is about politics, but for me it is home because of the amazing natural backdrop we enjoy, from the waterfront to the bush-clad hills.

People think Wellington is the big, faceless, dying city, but for me it is home because of the close-knit communities that are the city's beating heart.

Participants

People think New Plymouth is a place recognised for the festival of lights and WOMAD (the World of Music, Arts and Dance), but for me it is home because of the people, the sense of community and the beautiful nature and scenery. From the mountain to the sea it is home for me. It's not about the fancy things in your area to make your town; it's the people that make the town for me.

People think Taranaki is about dairy farming and oil rigs, but for me it is home because there's nowhere else in the world you can surf some of the world's best waves, ski on the slopes and then enjoy local cuisine with family and friends, all in the one day.

People think the Marlborough Sounds are all about seafood and isolation, but for me it is home because of the strong sense of community and hospitality combined with those perfectly calm, sunny days that allow you to explore the area.

People think my Greymouth is about rain, ruggedness and coal mining, but for me it is home because of our friendly coaster vibe, vibrant green hills and the extremely rare Barber* on a winter's morning.

People think Christchurch is about ruin and rubble, but for me it is home because of the community spirit and people's commitment to the future of our city.

People think Christchurch is about rubble and dust, earthquakes and broken-down buildings, but for me it is home because a place is built of people, not just mortar, and those people are still there, together strong, kind and resilient.

People think Waitara is about the land wars (lease land issue) and fighting over the history of the Treaty of Waitangi, but for me it is home because you walk down the street and people smile, say hi and have an actual caring conversation. We care for each other.

People think Auckland is about traffic jams and self-absorbed people, but for me it is home because there is never a shortage of great quality restaurants, and great quality people.

People think Auckland is about smoke, suits and snobbery, but for me it is home because the diversity of the people creates a buzzing, vibrant culture, ripe for serendipity.

People think Northland is full of drugs and unemployment, but for me it is home because of the natural, untouched open spaces.

People think Tauranga is heaven's waiting room, but for me it is home because no other place in New Zealand offers such radiant beaches, summer sun, energetic cafes and golden sand as far as the eye can see.

People think Carterton is about farmers, child abuse and hot air balloons, but for me it is home because we have mountains and rivers in our backyard, we have an events centre with award-winning architecture, our volunteer fire brigade is the best in Australasia and we are the fastest-growing district in New Zealand.

People think Wellington is about hipsters, politics and the wind, but for me it is home because it is a vibrant combination of big-city culture and small-town charm, with a passion for all things creative and culinary.

People think Invercargill is all but joint to Antarctica, but for me it is home because of the community-driven atmosphere with an affordable and uninhibited way of life that thrusts an individual into their future.

People think Wellington is windy and miserable, but for me it is home because the culture makes up for it.



During the workshop one of the speakers, Mark Baxter, discussed the importance of breaking down myths. You will notice participants share the myths and the reality of their hometowns in blue text, either above or throughout the booklet:

- Nasra Abdi – Page 6
- David Bassett – Page 7
- Heavenlee Bray – Page 7
- Samantha Curtis – Page 5
- Lincoln Haworth – Page 3
- Sean Johnson – Page 1
- Hamish Keown – Page 10
- Jared Kennedy – Page 9

- Christoph Kraus – Page 4
- Jack Marshall – Page 1
- Lauren McGee – Page 8
- Hannah Payne-Harker – Page 7
- Nyssa Payne-Harker – Page 7
- Oska Rego – Page 10
- Pauline Robertson – Page 3
- Jason Sebastian – Page 6

- Milovale Tiatia – Page 5
- Mahoney Turnbull – Page 9
- Leah Wilkie – Page 9
- Sam Yoon – Page 8

* A Barber is an enhanced katabatic wind that blows over the town.

Analytics

Analytics matter; an informed society is an empowered society. Data used effectively creates information, and information used with context creates strategic knowledge. The data on the next four pages provide an important but grainy view of what regional New Zealand looks like today. From this we can see that regional New Zealand could be described as aging, unhealthy, isolated, backward and (for the young) lacking in employment opportunities. However, in order to develop a clearer picture of regional New Zealand, we must continually think about, search for and seek out data that will help tell a more concise and complete story about the challenges and opportunities facing our regions. This will allow citizens to effect change. What we measure, we manage; so we need to ensure we measure what matters.

Overall, we can see that New Zealand regions are not alike; each region faces vastly different problems and qualities of life. The images present a number of issues facing New Zealand's regions. From these images, it is clear that some regions are healthier, richer and more innovative than others. Despite these differences, all regions must comply with the public policies created in Wellington. However, central and local government must accept that one size does not fit all and that while the tools might exist in central government, the knowledge exists in the communities. Both governments (i.e. central and local) must work together to deliver universal outcomes for all our citizens. If

People think Wanaka is about transiency, a tourist destination, but for me it is home because it is on the edge of the wild; our community's relationships are with the mountains as much as they are with the people around us.

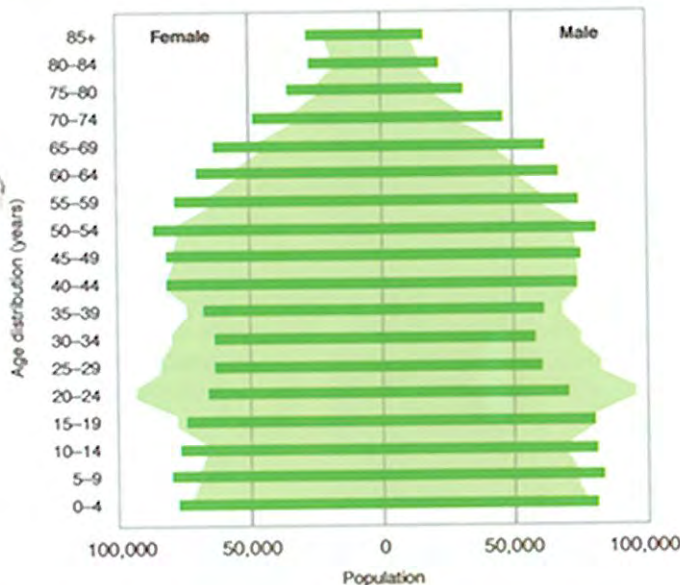
they do that, we might find that in the future all four maps (on pages 5 and 6) become a unified colour representing low deprivation, low levels of nitrate-nitrogen concentration in waterways and high levels of income and satisfaction.

Lincoln Haworth and Pauline Robertson

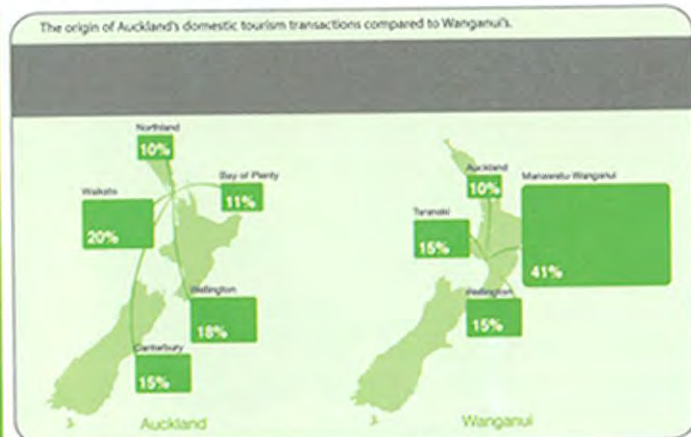
Comparing four major cities with the rest of New Zealand by age distribution as at 30 June 2014

Source: Statistics New Zealand, 2014.

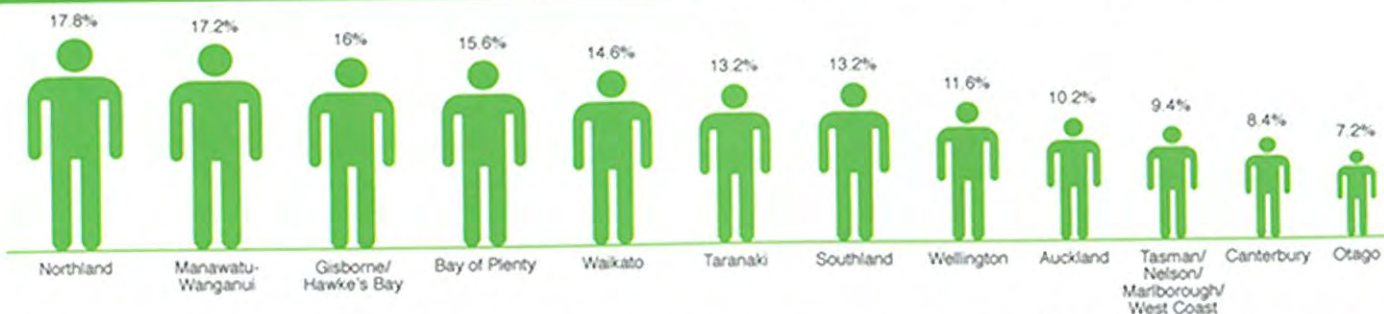
- Auckland, Wellington City, Christchurch City, Dunedin City (Population: 2,213,470; 49%)
- Rest of New Zealand (Population: 2,296,380; 51%)



People think Timaru is 10 minutes to drive through on SH1, but for me it is home because it has great, temperate weather and an awesome compact layout with a high street instead of a mall, and it is only a few hours away from the lakes and cities.



Comparing the number of electronic transactions between 30 September 2013 and 30 September 2014 by BNZ cardholders shows Auckland's tourist dollars are generated from cardholders throughout New Zealand whereas Wanganui's are generated from its own and neighbouring regions. Note: Domestic tourism is defined as all spending by cardholders with merchants outside of the territorial area in which the cardholder resides. Please note only percentages of transactions 10% or more are included on the image (MBIE, 2014).



Percentage of New Zealanders (aged 15-24) not in education, employment or training (NEET) within each region

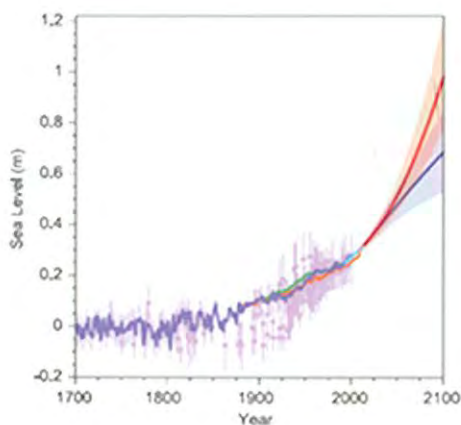
Source: Statistics New Zealand, 2014 (for the 12 months to September 2014)

Climate change and rising sea levels

The Intergovernmental Panel on Climate Change's (IPCC) Fifth Assessment Report suggested that under the RCP8.5 ('business as usual') scenario, sea level rise by 2100 is 'likely' to be up to 0.98m above present sea level (red shaded area below).¹ As the majority of New Zealand's population lives in coastal regions, sea level rise (both in its magnitude and rate) will pose a risk to the New Zealand economy, society and environment.¹

Historical data and IPCC predictions of sea level rise for the twenty-first century.

The red shaded area indicates the 'business as usual' scenario.¹



Importantly, the global distribution of sea level rise will vary, and recent projections suggest that New Zealand will experience rises 5–15% higher than the global average, depending on the relative contributions of meltwater from the ice sheets of Antarctica and Greenland. The magnitude of local sea level rise around New Zealand will also depend on local vertical land movement, coastal morphology, tides and ocean response to a changing climate, among other factors.¹ Thus, sea level rise will vary around New Zealand, though there is uncertainty as to how much the sea level will rise in different regions.

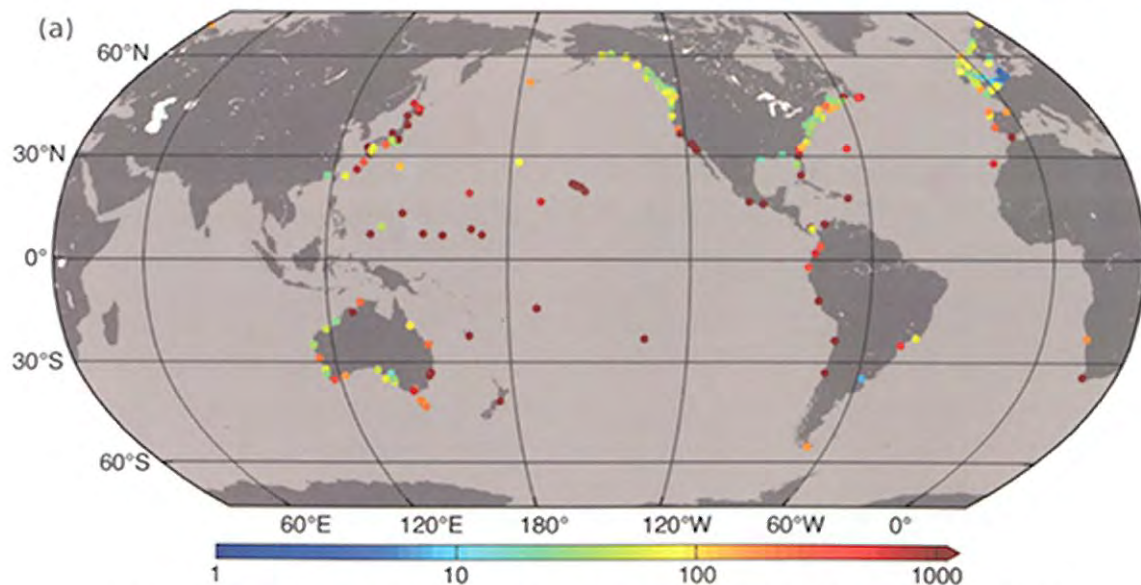
Another uncertainty is the rate of sea level rise, because of the uncertainty regarding the time frame of ice sheet response, especially the West Antarctic Ice Sheet (which is grounded below sea level and thus vulnerable to a warming ocean). Studies are now showing that marine-based sectors of the Antarctic ice sheets are showing accelerated melting due to the influence of a warming Southern Ocean.^{1,2} This is important as the IPCC report states that if collapses of marine-based sectors of the Antarctic ice sheet are initiated, sea level could rise beyond the range predicted in their reports for the twenty-first century.¹ With the onset of collapse of an ice sheet, the rate of sea level rise would invariably increase. Moreover, geological and model data have shown that the Antarctic ice sheets have contributed rates of sea level rise of up to 0.7 m per century in the recent geological past^{3,4} (cf. current average of 3 mm yr⁻¹). This suggests that the dynamic contribution from ice sheets may be underestimated in current sea level predictions. Despite these uncertainties, it is 'virtually certain' that sea levels will continue to rise beyond 2100,¹ meaning that this issue will be faced by several generations to come.

Furthermore, increasing sea levels will very likely be accompanied by an increase in flooding events.¹ Using calculations based on global tide gauge data, it has been estimated that for a 0.5m rise in sea level, flooding events of a given height in New Zealand could increase by a factor of 1000 (see below).^{1,2} As such, a coastal-storm flood with an approximate 100-year recurrence interval would likely occur several times in a single year under only a 50cm rise in sea level.¹

Both local regions and New Zealand as a whole face the issue of rising sea levels. There is currently not enough being done about the mitigation of the impacts and reduction of our emissions. We need to significantly reduce the aforementioned uncertainties, reduce our emissions and better prepare our nation, regions and cities for these changes.

People think Napier is about Art Deco and holidays, but for me it is home because of its beauty, great weather and people always make you feel welcome.

Christoph Kraus



An estimate of the factor by which flooding events of a given height will increase for a sea level rise of 0.5m.¹

1. IPCC. *Climate Change 2013: The Physical Science Basis. Contribution of Working Group I to the Fifth Assessment Report of the Intergovernmental Panel on Climate Change*. (Cambridge University Press, 2013). 2. IPCC. *Climate Change 2014: Impacts, Adaptation, Vulnerability. Contribution of Working Group II to the Fifth Assessment Report of the Intergovernmental Panel on Climate Change*. (Cambridge University Press, 2014). 3. Pritchard, H. D. et al. Antarctic ice-sheet loss driven by basal melting of ice shelves. *Nature* 484, 502–505, doi: <http://www.nature.com/nature/journal/v484/n7395/abs/nature10968.html#supplementary-information> (2012). 4. Rignot, E., Jacobs, S., Mouginot, J. & Scheuchl, B. Ice-shelf melting around Antarctica. *Science* 341, 266–270 (2013). 5. Golledge, N. et al. Antarctic contribution to meltwater pulse 1A from reduced Southern Ocean overturning. *Nature communications* 5 (2014). 6. Weber, M. et al. Millennial-scale variability in Antarctic ice-sheet discharge during the last deglaciation. *Nature* (2014). 7. Hunter, J. A simple technique for estimating an allowance for uncertain sea-level rise. *Climate Change* 113, 239–252, doi: <http://dx.doi.org/10.1007/s10584-011-0332-1> (2012).

Quality of Life

Throughout the course of the *LocalNZ* workshop, the right for all Kiwis to have a high standard of 'quality of life' was an overarching theme. Creating 'quality of life' is a typical Kiwi ideology that both local and central government strive to achieve. However, this goal varies significantly between regions (as shown below). We realise 'quality of life' is often assigned a dollar value (e.g. economic growth by region), however, others value regions in terms of more intrinsic or cultural values. The various similarities and dissimilarities between national and regional goals deliver different types of quality of life. It is central government's responsibility to realign goals so that all Kiwis have similar access to health, wealth and happiness.

Furthermore, the theme 'quality of life' is an overarching concept that affects each dimension of the Treasury's living standards framework (one's wellbeing). Therefore, we believe that improving Kiwi's 'quality of life' will create higher living standards for the people of New Zealand, further reiterating the importance of this theme.

Samantha Curtis and Milovale Tiata

People think Taumarunui is rough, cold and archaic, but for me it is home because of its diversity, community spirit, history, culture and authenticity as a true-blue Kiwi town.

People think Auckland is about corporate heads who foster an inadequate perception of quality of life, but for me it is home because it has a remarkable sense of culture and community and enables me to live the life I aspire to live.

Recommendations 1-4

1. Introduce creative information flows between local and central government. Central government has the tools, while local government has the knowledge. Tension between levels of government is a distraction to creating better quality of life. Economic policy is created in Wellington and given to New Zealand's wildly dissimilar regions. We need the connection between regional ideas and central policy tools to be as seamless as possible.
2. Fresh thinking about how local government generates its revenue and matches its expenditure is needed. Pressures from central government upon regional expenditure need to be relaxed, and the task of revenue generation needs to be given to local government.
3. Develop a deeper understanding of nature in order to have a healthy economy. Economic activity that can be sustained into the future is dependent on a positive relationship between our society and the natural world. All economic and social activity is based on the ecological functions provided by healthy and dynamic ecosystems. We need to prioritise scientific research that will give our society the knowledge it needs to value and protect these ecosystems effectively.
4. Harness what regions offer to quality of life:
 - Community: Smaller cities and towns offer the opportunity to live in a place where everybody knows everybody, there are stronger connections between people and the community is more readily able to work together to take on projects and achieve goals.
 - Connection with nature: Regional New Zealand also offers people a closer connection with their natural environment. The benefits of lower population density include more 'green spaces', access to natural resources and less pollution from things like city lights and motors.

The 'small is beautiful' idea rests greatly on these benefits of small population centres. These should both be enhanced and advertised to attract talented people who can grow our regions.

Health (human + environmental), Wealth and Happiness

District health boards (DHBs) in New Zealand by population characteristics

Sources: Statistics New Zealand, 2014; University of Otago, 2014.

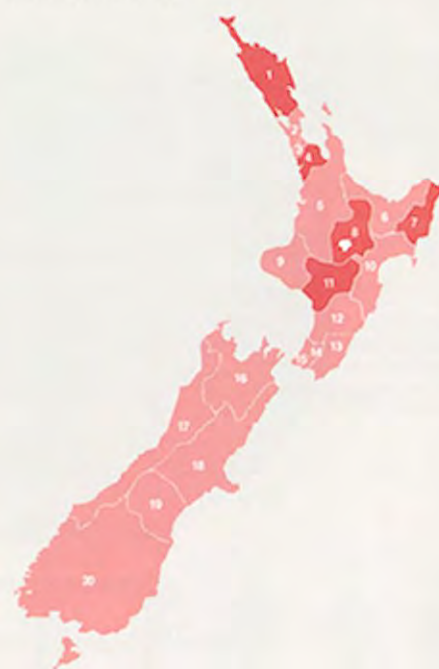
District Health Boards*	Population Size and Growth						Population Characteristics (2013)				
	Population Size (2013) Thousands	0	110	220	330	440	560	Over 75s	Māori	Pasifika	Most Deprived Quintile ** (Deciles 9 & 10)
1. Northland								7%	32%	2%	37%
2. Waitemata								5%	9%	7%	8%
3. Auckland								5%	8%	11%	18%
4. Counties Manukau								4%	15%	21%	36%
5. Waikato								6%	22%	3%	25%
6. Bay of Plenty								8%	24%	2%	25%
7. Tairāwhiti								6%	49%	2%	47%
8. Lakes								6%	35%	2%	34%
9. Taranaki								7%	17%	1%	15%
10. Hawke's Bay								7%	24%	3%	27%
11. Whanganui								8%	25%	2%	36%
12. MidCentral								7%	18%	3%	25%
13. Wairarapa								8%	16%	2%	20%
14. Hutt								6%	16%	8%	20%
15. Capital and Coast								5%	11%	7%	12%
16. Nelson Marlborough								8%	9%	1%	9%
17. West Coast								7%	11%	1%	10%
18. Canterbury								7%	8%	2%	9%
19. South Canterbury								9%	7%	1%	9%
20. Southern								7%	9%	2%	12%

* Listed in geographical order from north to south.

** The 2013 NZDep Index of Socioeconomic Deprivation is comprised of nine variables from the 2013 census that reflect eight dimensions of material and social deprivation. The index provides a scale from the least deprived 10 percent of areas (decile 1) to the most deprived 10 percent of areas (decile 10) - see figure to the right. This means that in Tairāwhiti, 47% of the population live in areas ranked as decile 9 or 10 of the index.

District health boards (DHBs) by most deprived quintile**

Note: Unfortunately DHB boundaries differ from council boundaries.



29% and below ☺

30% and above ☹

Theme 2

Embrace Diversity

One size does not fit all

New Zealand is a vastly diverse country. Our regions are so different from one another: from remote Northland to cosmopolitan Auckland; from resource-rich Taranaki to the farming powerhouse of Canterbury. These places are special to us all because of their uniqueness. The *LocalNZ* workshop brought together 35 young New Zealanders from throughout the country. We represent the youth voice from our regions, and we are proud of our country's strong diversity (see page 2 for our hometowns).

The diversity between us as individuals led us to argue for fully embracing the diversity in regional New Zealand. We believe that there is no 'one-size-fits-all', 'silver-bullet' solution to regional problems; rather, we need to focus on region-specific solutions that will enable our communities to prosper. Some regions may have similar challenges, obstacles or opportunities, but just because the issues are similar does not mean the solution is, or should be, similar. We need to understand the unique nature of regional New Zealand and use this knowledge to advance each community, thus allowing each region to excel in what they are good at.

Policies must be customisable and easily adaptable to local communities. This does not mean that we should not have guidelines and regulations for New Zealand as a whole – just that we need to make sure local and regional governments are empowered to make decisions that work for each community. Finding solutions that work will only come about by listening to local communities and giving them the tools to do so. We need to treat each region as a unique opportunity that is diverse from one another.

Nasra Abdi and Jason Sebastian

Recommendations 5–7

- Embrace the differences between regions and the unique qualities each region has to offer.
- Central government should work harder to enable local government to sustainably make the most of its resources. This can be achieved by:
 - Aligning policy between central and local government.
 - Enabling local communities to focus on what their local priorities are.
 - Sharing or delegating more responsibilities with and to local governments.
 - Further support for regional decision-makers. This could include introducing training and development programmes for local councillors.
 - Better collaboration between local and regional councils, for both mayors and councillors.
 - Providing sufficient resources to enable local government to deliver on their responsibilities and obligations.
- Tailor the education system for each region. The education system needs to meet the unique nature of regions so it can contribute to a better quality of life. This will also help youth learn the skills that are needed within their particular region.

People think Wellington is too windy and too small, but for me it is home because I live here with my family and it has a great sense of community which I value.

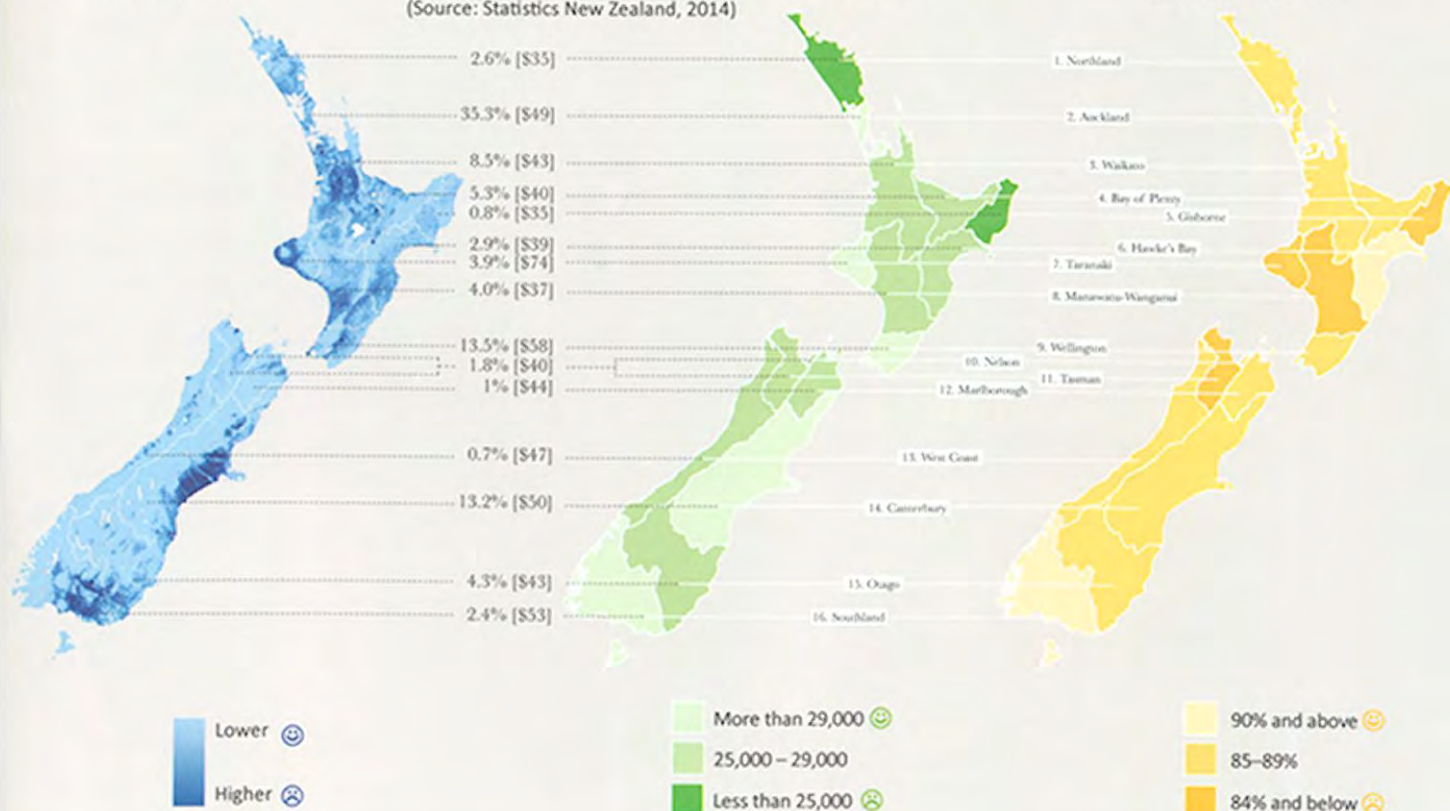
People think Hamilton is about farming and student drinking, but for me it is home because of our diverse communities, strong community spirit and beautiful Waikato River.

Average nitrate-nitrogen concentrations in waterways between 2006–2011
(Source: MfE, 2013)

Regional GDP as a percentage of national GDP as at March 2013
Regional GDP per capita as at March 2013 (\$'000) in brackets
(Source: Statistics New Zealand, 2014)

Median personal income by region as at 5 March 2013
(Source: Census, Statistics New Zealand, 2014)

Percentage of population feeling satisfied or very satisfied with their lives by region as at 2012
(Source: MBIE, 2014)



Theme 3

Visionary Leadership

Visionary leadership is vital for creating a better future for the regions of New Zealand – for their communities and their environments. Visionary leadership is inclusive leadership. It ensures that diverse voices are heard and that the ideas and leaders in local communities are empowered. Visionary leadership thinks intergenerationally. It seeks to create a rich future for the nation's mokopuna (grandchildren).

Visionary leadership is needed in both central and local government. Local government has the insight into the needs of the community and leadership potential; central government has the power to steer the vision of New Zealand. We see it as an important challenge for these two bodies to work in a rich partnership, with central government acknowledging the insight and leadership potential of local government. Likewise, local government must acknowledge the tradeoffs that must be made centrally.

Regions should celebrate their differences and act as partners rather than rivals. Their diversity forms a rich ecosystem and is a strength to be harnessed. Regional uniqueness also needs to be maintained and affirmed by central government leaders. As local and central government partner together, New Zealand can be governed with vision. This way we will help to create a better future for all our mokopuna.

David Bassett, Hannah Payne-Harker and Nyssa Payne-Harker

People think Waikanae is about cheap housing and dreary commutes, but for me it is home because the river and the shore give us sustenance and remind us of nature's beauty.

People think Dunedin is about albatross, Cadbury's and the cold, but for me it is home because the community here are committed to connecting with nature and with each other, rain or shine!

People think Dunedin is all about Scots and scarfies, but for me it's home because everyone has a place – Scots and Southlanders; scarfies and centenarians.

Recommendations 8–10

- Visionary leadership is needed to benefit the regions, both in central and local government.
- Build stronger relationships between representatives (MPs and councillors) and government (central and local) through integrity, trust and mutual respect. This can be achieved by:
 - A requirement of MPs to report on council meetings.
 - A requirement of MPs to attend a quota of council meetings annually.
 - A requirement that councils consult with the relevant youth council upon request, ideally building collaboration into the decision-making process.
 - The establishment of a youth council association.
 - The introduction of a minimum full-time remuneration package for councillors in positions where the pay does not currently allow them to work full time.
 - The provision of better constitutional protections for local and regional councils in the implementation of all of these recommendations.
 - The provision of additional resources and tools to help local government improve collaboration and codesign with constituents. This gives local government a longer-term vision, led by the community and lasting beyond a particular council's term.
- Introduce the mokopuna clause.

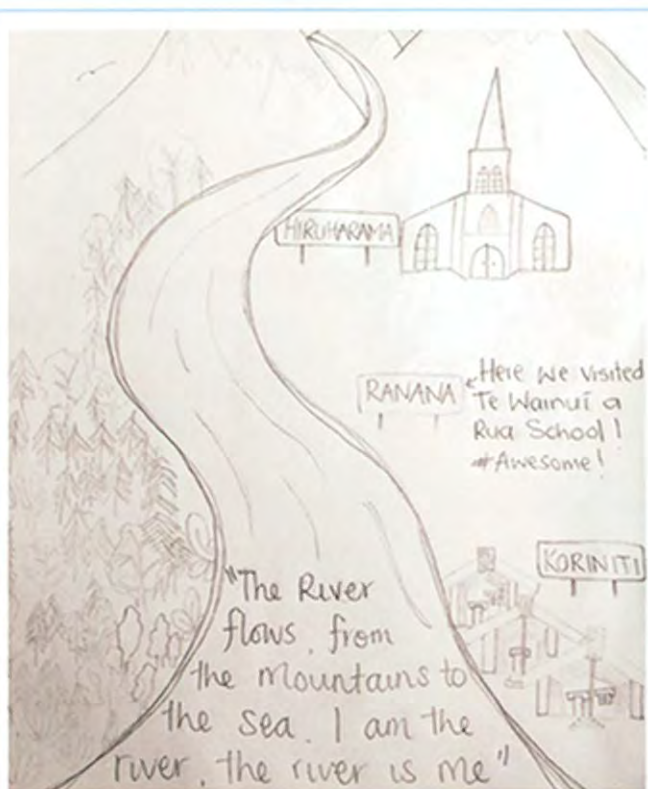
This clause is about recognising that decisions do not just affect our generations but could affect, and will affect, generations we may not even talk to. It is about planning; it is about visionary, inclusive leadership; and it is about selfless sacrifice. (See next page.)



Left: Participants Mahoney Turnbull (left) and Leah Wilkie (right) emphasising that similar ambitions can be achieved in different regions through a skit during the final presentation at Parliament.



Day 2: Participants entering Korinitu Marae, which rests on the banks of the Whanganui River. (Photo by Annie McGuinness)



The Whanganui River, drawn by participant Heavenlee Bray.

People think Feilding is a rural country town, but for me it is a town with prospering potential and my tūrangawaewae.

The Mokopuna Clause

Underlying challenges we face attaining regional and national goals is an absence of visionary leadership. Past leaders surely could have done more to ensure long-term success for our regions. This is where the mokopuna clause can play a role. 'Mokopuna' means grandchildren, and the clause is about making decisions with our descendants in mind.

The idea was inspired from a community project by a local iwi in Tolaga Bay, Gisborne. They transformed what was originally a typical surf-life-saving activity into a project that would benefit the generations that they may not even meet. They went the extra mile. This involved adding extra activities to the standard training, such as operating traditional waka and gathering kaimoana properly. The aim of their programme was to develop effective lifeguards and to teach rangatahi how to be safe and capable in a marine environment.

As technology advances, society suffers the instant-noodle syndrome. We expect results to show faster than ever; we are happy to fill ourselves with a quick meal – even at the expense of our health and happiness. We have lost the quality of patience. We are quickly moving towards a state where progress and urbanisation often comes at a cost of increased pollution, the exhaustion of natural resources, the ignorance of climate change issues and the despoliation of developing nations. However, decision-making cannot afford this lack of patience. Our world cannot. We need to reverse this societal trend that is working against the benefits of acting towards a vision of a better future.

People think Christchurch is about tradies, earthquakes and swamplands, but for me it is home because it is a quirky foodie's wonderland with mountains, rivers, beaches and a central city lifestyle all within a 20-minute drive. There is no stereotypical culture of people here, so the whole city is ripe with opportunity to be unique and creative in how you express yourself. Our community is resilient.

People think Auckland is about inflated house prices and crowded streets, but for me it is home because it promotes diversity and it provides a preparation platform for today's international world.

The possibilities for how this clause will develop are endless. It could simply be a tool to be used in meetings to evoke visionary dialogue; it could be part of the terms of reference for council meetings, be in the job descriptions of our mayors and MPs or even become part of our national constitution, joining other pioneering nations in a legal commitment to the principle of intergenerational responsibility.

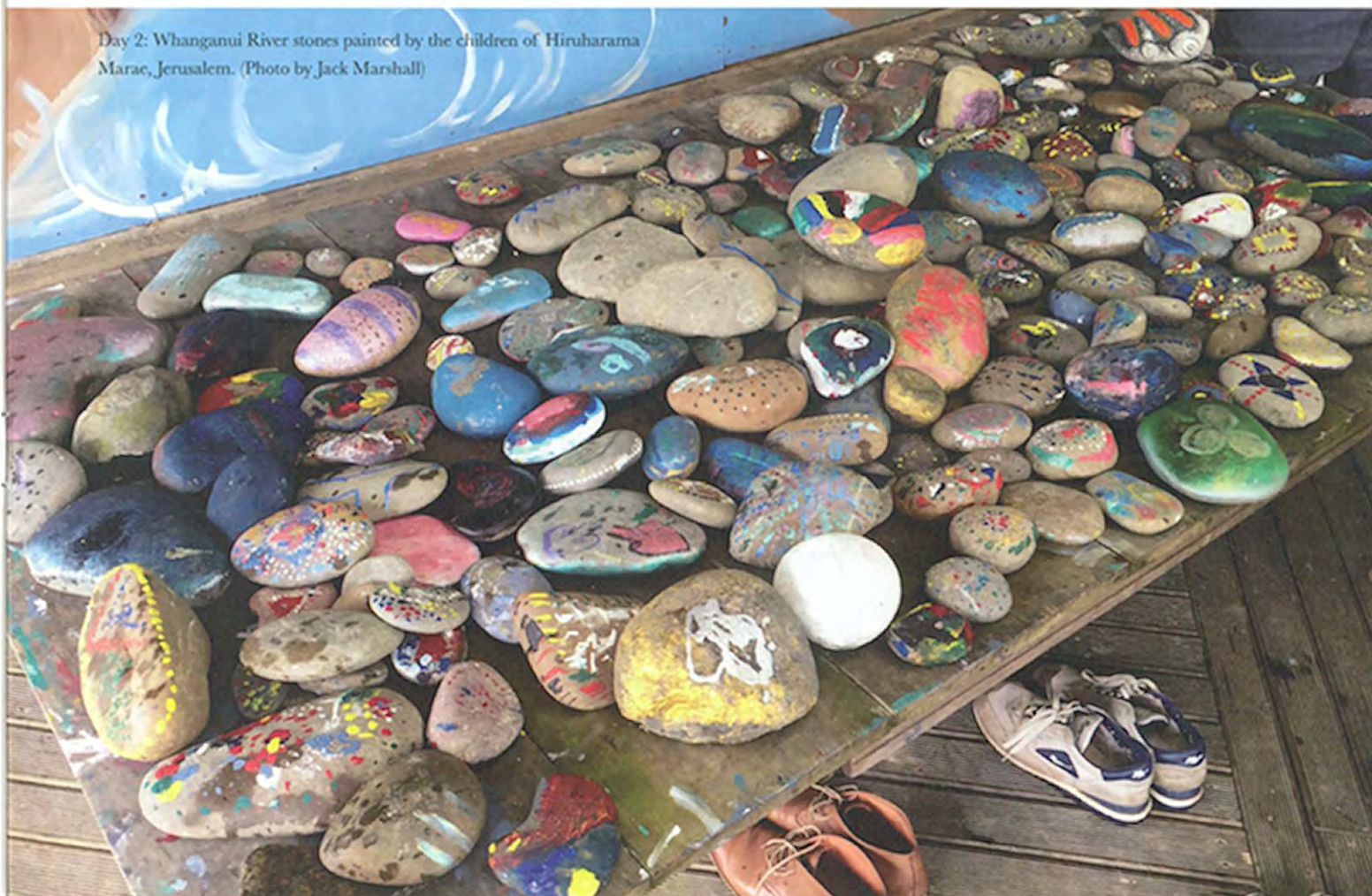
As in the case of Whanganui River, it could also mean the recognition of our natural environment as an entity significant not only in its own right but also to our very own existence. Working alongside the recognition of our connection to nature in institutions, regional areas and cities, New Zealand can once again lead the world forward, greening urban spaces and revolutionising the way we perceive our natural environment legally.

The mokopuna clause has the potential to close the inequality gap between present and future generations. It gives a voice to those who are not yet here to speak for themselves. It is about more than just considering the effects of actions on the future; it is about committing decision-makers to planning for the betterment of generations they will never meet.

Critics may doubt the utility of this clause. They may argue that humanity cannot fathom what is beyond the horizon. They may say that it is impossible to plan, let alone imagine, the future. What a cowardly excuse that is to give our mokopuna. The fact that we won't be around to see the effects of our decisions is no excuse to say 'We won't plan for your generation because we are afraid to imagine'. When you develop a country that keeps their mokopuna at the forefront of decision-making, you can envisage a future with innovative foresight-minded policies that throw partisan politics to the curb. You can truly create a beautiful place to live.

Lauren McGee and Sam Yoon

Day 2: Whanganui River stones painted by the children of Hiruharama Marae, Jerusalem. (Photo by Jack Marshall)



The OAR Metaphor

To live life 'above the line' is to follow the values of OAR. The guidance offered to us through OAR means that the decisions we make can be founded on affirming factors that breed a culture of empowered citizens. These attributes reflect an active choice to look at life as being above ground and openly progressive, as opposed to the 'below the line' alternative which rests on stagnant and negative values: blame, excuses and denial.

The 'O' in OAR stands for ownership, which reinforces the active opportunity to take control and steer life in the direction that we feel most inclined to follow. 'A' is for accountability being answerable to the choices we make and plans we decide to execute. The final letter 'R' is focused on responsibility and emphasises the need to ensure all New Zealanders are aware of our rights and corresponding obligations we owe to our local

communities. This symbiotic relationship enriches the fullness and hauora of the nation, our environment and the kaitiakitanga we ought to demonstrate for the benefit of future generations.

We see these values as fundamental to the progression of New Zealand towards a future in which the rangatahi are all vested in the positive interconnectivity between regional and central control. This will strengthen the advancement of New Zealand's living standards and help build a stronger, more self-aware Aotearoa that realises the value in living above the line. Through harnessing the values of OAR, our regional waka will enjoy a unified sense of engagement. Paddling towards clear goals will enable our nation to forge new pathways into the future.

Mahoney Turnbull and Leah Wilkie

People think Gisborne is about beaches, sunshine, R&V and poverty, but for me it is home because it is a picturesque paradise, filled with people who travel life at their own pace, smiles painted on their faces and hearts bigger than life itself. The people in the Tairāwhiti community are family and home is where the heart is.

People think Christchurch is about tradition, flat streets and gentrified gardens, but for me it is home because of the beautiful bounty that sits between the Southern Alps, the Plains and the Pacific - and its fighting spirit which rises from rubble and continues to bloom.

Ownership
Accountability
Responsibility



Blame
Excuses
Denial

We are a passionate group with ideas that are not a want but a need. We do not want you to row the waka for us; simply pick up a paddle. We as a nation are currently living on the river BED - thinking in terms of Blame, Excuses and Denial, whereas we should be reaching up and breaking through the surface with our OAR held above our head - taking Ownership, Accountability and Responsibility.

In Tokoroa we have a passion for the waka. Every person rows, and everybody knows that every person rows. However, if one rower is out of sync, we in the waka spin in circles.

As a nation, I think we are dizzy enough.

He aha te mea nui o te ao?

He tangata! He tangata! He tangata!

What is the most important thing in the world?

It is people! It is people! It is people!

Jared Kennedy

People think Tokoroa is a derelict town full of crime, but for me it is home because it's a place full of proud, honest and caring people - a giant whānau of unbelievable diversity; a breeding ground for incredible talent.



Day 4: Girol Karacaoglu, Chief Economist of the New Zealand Treasury, with the LocalNZ workshop participants at the New Zealand Treasury. (Photo by Mark Tantrum)

Output and Next Steps

The development of the ideas and actions throughout this project have been profound and ever changing. The experiences have been the backbone to learning, retaining and acting upon the many ideas and actions that we, as a team, have developed. The identification of notable policy knots regarding one-size-fits-all policies, sweeping assumptions and disparity between lines of communication have all been identified as key areas that need to change. But what does this 'change' look like? Through the numerous outputs from *LocalNZ* (see below), there are a number of ways that the actions can be made a reality moving forward.

The documentary, *The Deep Country: New Zealand visits the Whanganui River*, can be a vital tool to show the real connection that New Zealanders have with the river. *The Deep Country* refers to the fact that the Whanganui River does not run clear and is therefore considered deep. This is a source of inspiration due to the fact we all aspire to have our local waterways enshrined in rights and protections that reflect the values placed upon them.

Of the many outputs, one of the biggest for the participants is the connections made – knowing that in the course of just a few days there is now a network of connected young people from the Far North to Invercargill. The cumulative knowledge and experience base will move New Zealand forward, connecting the district and city councils to central government. This may be through specific lobbying regarding a minimum number of days that an MP is expected to sit in on council business or through the development of youth councils that operate as a bridge between central and local government (through the Ministry of Youth Development).

Of the many discussions had, the topic of education was central to most. The ability to understand what is going on comes down to what we are told and taught as children and young adults. The lack of education regarding the political process is raising a generation ill equipped to face the numerous challenges that lie ahead. We were very enthused and vocal about the need for this, so this action is another expected outcome that will be delivered at council tables around the country.

Finally, being part of the process is key. As we had reinforced many times while on the workshop, the only way to influence and effect change is to understand how the system works and be entrenched in the decision-making process. Our goal is to inspire young people to be involved in these life-changing decisions that will affect them. This might be through the joining or development of a youth council or a social group that has interests in the public realm.

Hamish Keown

Growing living standards across a diverse nation

What success is in a region is found in its environment and its people

Four forms of capital inform a niche; that is special

- 1. Physical; do we have cash, what are our spaces*
- 2. Natural; the sun and water in our places*
- 3. Human; the skills of our crew*
- 4. Social; what does our community love to do*

What can be done in Gore is not what can be done in Gisborne

And nor do people want the same, in Reefton and in Raglan

These are not 'zombietowns', shuffling in the same or no direction

They can be nimble places, taking the opportunities new ideas give them

See regions as nuanced, fertile land

That can attract and grow seedlings of innovation

Arriving both by chance, and by plan

People think Wellington is about coffee and politics, but for me it is home because of its diversity, creativity and forward thinking.

Oska Rego

People think Christchurch is about potholes, earthquakes and desolation, but for me it is home because there is hope, excitement and a new way of thinking about the future.

This booklet is one of the eight initial outputs from the *LocalNZ* workshop. The other seven are listed below:

1. The photography competition winner's and runner-up's photos taken during the journey up the Whanganui River (the photos can be found on the front cover and on the right respectively);
2. The results of the *LocalNZ* youth survey (100 youths share their observations on local issues facing youth);
3. A YouTube video of the Q & A session with speaker Richard Louv;
4. A YouTube video of an interview with Karleen Marshall, principal at Te Wainui a Rua school in Ranana, Whanganui River;
5. A documentary: *The Deep Country: New Zealand visits the Whanganui River*;
6. A YouTube video of the participants' presentation at Parliament; and
7. A workshop paper outlining the process of the workshop.

In addition to the above, there are two other important outputs from the workshop going forward. Participants agreed to spend 10 hours 'paying it forward' in their communities in 2015. These hours will be managed under the guidance of the councillor who sponsored each participant. This means the organisations and councillors that agreed to sponsor the workshop are in practice providing 350 additional community hours to be undertaken throughout the country. The other output, and arguably the most important, is the young people themselves and what they might do as a group going forward.

More information can be found on the *LocalNZ* website at www.localnz.org.



Photo taken by Rebecca Vergunst at the convent in Jerusalem, Whanganui River, 17 November 2014 (runner-up of the photo competition).

Videos on the Institute's YouTube channel include (from top to bottom): Richard Louv speaking to the participants at the Whanganui War Memorial Centre, Wanganui; Interview with Karleen Marshall at Te Wainui a Rua school in Ranana, Whanganui River; Scene from the *LocalNZ* documentary: *The Deep Country: New Zealand visits the Whanganui River*; Rotorua District Councillor Tania Tapsell introducing the presentation at Parliament.

Thank you

1

Parliamentary host

Hon. Paul Goldsmith MP

9

Financial supporters

MacDiarmid Institute
New Zealand Treasury
Victoria University of Wellington
Wanganui District Council
Wellington City Council
Wellington City Council Youth Council
Whanganui River Māori Trust Board
Willis Bond & Co.
Woolf Photography

40

Workshop speakers and guests

Gerrard Albert
Nick Astwick
Mark Baxter
Mayor Bryan Cadogan
Dr Jim Callaghan
Toby Cooper
Councillor Helen Craig
Professor Charles Daugherty
Dr Shamubeel Eaqub
Mayor Meng Foon
Kim Hill
Clodagh Jolly
Dr Girol Karacaoglu
Councillor Chris Laidlaw
Deputy Mayor Justin Lester
Richard Louv
John Niko Maihi
Mayor Annette Main
Ron Mark MP
Karleen Marshall and the children from Te Wainui a Rua School at Ranana
Ginette McDonald
Kura Moeahu
Bill Moran
Rod Oram
Ben Parker
Lyn Provost
Dr Mike Reid
Professor Jacqueline Rowarth
David Rutherford
Dame Anne Salmond
Anton Samoilenko
Jonathan Street
Councillor Tania Tapsell
Te Ringa Te Awhe
Hon. Tariana Turia
Mayor Celia Wade-Brown
Dale Williams
Councillor Simon Woolf
Simon Wright
Mayor Lawrence Yule

5

'A Place to Live' conference organisers

Faith Atkins
Sarah Dudley
Professor Charles Daugherty
Glenda Lewis
Professor Kate McGrath

35

Participants

See names on page 2

28

Participant sponsors

Councillor Rebecca Amundsen
Councillor Dame Margaret Bazley
Peter Beggs (CEO, Antarctica New Zealand)
Councillor Shaun Biesiek
Mayor John Booth
Councillor Shane Casey
Councillor Ross Clow
Councillor Linda Cooper
Councillor Graeme Conford
Councillor Pauline Cotter
Councillor Jo Coughlan
Councillor Grant Coward
Councillor Margaret Forsyth
Councillor Aaron Hawkins
Councillor Yani Johanson
Mayor Tony Kokshoorn
Councillor Denise Krum
Councillor Calum MacLeod
Councillor Jinty MacTavish
Councillor Raf Manji
Councillor Tania McInnes
Councillor Tua Numanga
Councillor Iona Pannett
Auckland Local Board Member Julia Parfitt
Councillor Melanie Tavendale
Councillor Alan Totty
Councillor Penny Webster
Councillor Simon Woolf



MCGUINNESS INSTITUTE

The McGuinness Institute is a non-partisan think tank working towards a sustainable future, contributing strategic foresight through evidence-based research and policy analysis.

10

Support team

Nicola Provines, Epicure Catering
Parliamentary Service, Wellington
Mark Baylis and Lucy Miller,
Gourmet Stay, Wellington
Dean Thomas and Donna Gallie,
Jabies Doner Kebabs, Wanganui
Mark Tantrum, Mark Tantrum
Photography, Wellington
Todd Wano and Mike Swinburne,
Newlands Coach Services, Wellington
Bryson Rooney, Stem Creative,
Wellington
Councillor Jason Granville and
Jimmy Elliott, Take it Easy Tours,
Wanganui
Rory Smith, Tamara Backpackers
Lodge, Wanganui
Christine Rabone,
The New Zealand Treasury,
Wellington
Peter and Doreen Hardy, Whanganui
Riverboat Centre, Wanganui

3

Designers

Meg Howie
Sun Jeong (lead)
Ellyse Randrup

11

McGuinness Institute team

Chris Barry-Goss
Guy Chisholm
Madeleine Foreman
Annie McGuinness
Kirstie McGuinness
(administration)
Alison Nevill (advisor)
George Spittle
Hannah Steiner
(workshop manager)
James Tremlett
Dr Morgan Williams
(advisor)
Miranda Voke

To learn more about the *LocalVZ* workshop please see www.localnz.org

For more information about the McGuinness Institute please visit www.mcguinnessinstitute.org

Level 2, 5 Cable Street
PO Box 24222
Wellington 6142
ph: 61 4 499 8888
email: enquiries@mcguinnessinstitute.org

978-1-972193-53-2 (paperback)
978-1-972193-54-9 (PDF)
Published February 2015

Having a broad and diverse audience interested in hearing the voices of youth is critical. We were very fortunate to have over 170 people attend the final presentation at Parliament, including:

9

Diplomatic representatives

Her Excellency Virginia H Benavidez,
Embassy of the Philippines
His Excellency Laurent Contini,
Embassy of France
His Excellency Fernando Daniel Escalona,
Embassy of the Argentine Republic
His Excellency Peter Chan Jer Hing,
Singapore High Commission
Ms Dorothy Mayhew, First Secretary,
Embassy of the United States of America
Minister Roberto Medeiros, Embassy of
the Federative Republic of Brazil
Ms Carol Stigley, Royal Danish
Consulate-General
Mr Jaber Vasigh, Second Secretary,
Embassy of the Islamic Republic of Iran
Mr Joel Watson, First Secretary, British
High Commission

13

Members of parliament

Darroch Ball, New Zealand First
Todd Barclay, National Party
Hon. Chester Borrows, National Party
Steffan Browning, Green Party
Hon. Paul Goldsmith, National Party
Peeni Henare, Labour Party
Brett Hudson, National Party
Barbara Kuriger, National Party
Tracey Martin, New Zealand First
Eugenie Sage, Green Party
Alastair Scott, National Party
James Shaw, Green Party
Fletcher Tabuteau, New Zealand First

16

Council representatives

Mayor John Booth, Carterton DC
Hon John Carter, Far North DC
Councillor Ana Goffey,
Porirua City Council
Councillor Jo Coughlan,
Wellington City Council
Liz Lambert, Chief Executive,
Hawke's Bay Regional Council
Councillor Paul Lambert,
Upper Hutt City Council
Chris Lipscombe, Manager, Economic
Development, Porirua City Council
Mayor Craig Little, Wairoa DC
Deputy Mayor Darren Ludlow,
Invercargill City Council
Heidi Mills, Youth Development
Advisor, Porirua City Council
Councillor Chris Milne,
Hutt City Council
Fergus Power, Chief Executive,
Wairoa DC
Councillor David Scott,
Kapiti Coast DC
Councillor Tania Tapsell, Rotorua DC
Councillor Simon Woolf,
Wellington City Council
Simon Wright, Senior Advisor,
Consultation and Engagement,
Wellington City Council