

# A New Way for Hawke's Bay

## It's Your Choice



### What?

- One Council, not five
- 16 Councillors, not 49
- 5 Community Boards

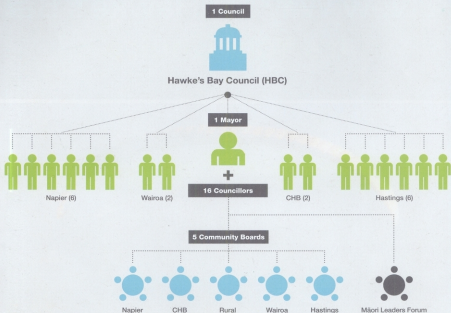
### Why?

- Cost savings for ratepayers
- Efficiencies dealing with Council
- One shared vision

### How?

- Choose democratically
- Ring-fence debt
- Empower communities

# REORGANISATION PLAN



Our proposed reorganisation plan aims to simplify, increase accountability, protect community identity and authority, and ensure fiscal responsibility.

We propose a single unitary authority consolidating all five councils in the region, consisting of 16 councillors (down from 49), elected by wards, and one mayor.

We propose six councillors each for each Napier and Hastings, and two councillors each for Central Hawke's Bay and Wairoa, providing an average of one representative per 10,000 residents.

This structure reflects the significant ratings contribution and economic role of rural areas.

Our plan proposes five Community Boards that within their scope of authority would negotiate community plans and budgets with the Hawke's Bay Council. Each Board would have five elected

members, with one as chair, resulting in 25 local officeholders. Boundaries are not yet determined, but indicatively Napier, Hastings, Central Hawke's Bay, Rural, and Wairoa would each have Boards.

A partnership relationship between the Māori community and the Council will be developed through ongoing consultation.



**One unitary authority**  
Five councils consolidated into one

**One mayor for Hawke's Bay**  
Elected district-wide

**16 councillors**  
Elected by wards

**5 Community Boards**  
Elected, with authority over strictly local issues

**Māori advisory representation**  
Building on present arrangements



# WHAT A BETTER HAWKE'S BAY STANDS FOR ...

**We love the Hawke's Bay we know – our climate and amenities, our towns and cities, our land, waterways and beaches, and our people.**

But the world is rapidly changing – and **Hawke's Bay is lagging behind** in most indicators of economic performance and social health.

Thus **we need a regional vision and plan that is future focused, inclusive and offers people a high quality of life** supported by a sound economic base. And we must adopt a local government structure that better enables us to achieve those goals.

A Better Hawke's Bay (ABHB) aims to improve local government performance. Supporters of change include hundreds of individuals who interact frequently with local government, experiencing first-hand how **our five council structure generates inefficiencies, excessive costs, missed opportunities, mediocre outcomes, and diluted – often conflicted – leadership** on important issues.

Consequently, ABHB pushed for an independent study of the region's economic, social, and local government challenges. That review – the Winder Report – concludes that across all the issues and opportunities we face as a region **the most important success factor is the need for regionally-focused leadership and vision**. That's why ABHB supports full consolidation of the region's five councils.

New legislation has streamlined the local government reorganisation process. **We the people of Hawke's Bay may propose a reorganisation plan** to the Local Government Commission. ABHB will submit a plan to the Commission to evaluate along with input from any and all other parties in Hawke's Bay. The Commission will then propose a final reorganisation scheme.

**A democratic result.** ABHB will work with all parties to ensure the recommended scheme is put to a Bay-wide poll for voter approval. The scheme would take effect unless a majority of electors across the Bay vote against it.

**It's your decision.**

## The Power of ONE

- Five competing visions ... or one to drive Hawke's Bay forward?
- Five disjointed long-term plans, or a single comprehensive one?
- Four squabbling mayors and a regional chair ... or one leader?
- Five councils for busy citizens to do business with, lobby and hold accountable ... or one?
- Five human resource directors, IT directors, marketing directors to pay ... or one?
- Five computer systems, websites, ratings and payroll systems, council newsletters, to pay for ... or one?
- Overlapping tourism plans, sport strategies, social and environmental reports ... or one consistent approach?
- Multiple sets of inconsistent regulations on dog licenses, alcohol sales, and building and resource consents ... or one?

Paora Winitana – Waimarama



"The best way to achieve excellence as a province is to continue to work hard and to work smart, but the key is we need to work together. Moving

forward as one Hawke's Bay just makes sense for me."

Leslie Thompson – Wairoa



"It makes sense the region is considering consolidation of local councils, to serve people more effectively. It's most important that

Wairoa District is not disadvantaged in any way, and the interests and needs of the district are protected and advanced, along with fair and equitable representation"

David Sabiston – Napier



"Over nearly six decades in Hawke's Bay, I've seen plenty of change, including successful consolidations involving Taradale and Napier,

Havelock North and Hastings. Local identities remained secure, and efficiencies were gained. It's time to do the same Bay-wide, so we can pursue one vision effectively and with least ratepayer burden."



## Benefits of reorganising

### Savings and Efficiencies

#### Do More with Less

**We aim to achieve \$25 million per annum in reduced council spending – the maximum savings target set in the recent independent report on regional performance.**

Savings will come from staff consolidation, merging common administrative systems (from payroll management to rates collection to records and documents), better use of physical assets, and unified procurement activity. The list goes on. Evidence from the Auckland Council suggests such savings are possible.

Meeting this target will require determined political leadership and ongoing independent monitoring, to which ABHB will be dedicated, well into the future.

Currently duplicated services like building consents, alcohol permits, and so on, would be streamlined into one set of managers, services and policies. The time and resources many members of the public currently waste engaging with and submitting to multiple councils would be vastly reduced.

### Regional Leadership and Planning

#### Hawke's Bay's One Vision

**The Hawke's Bay Council would create the structural possibility for One Vision:**

- One economic development strategy, including business development, placement of key agricultural support and industrial facilities, and supporting infrastructure from trade waste to transport links.
- One social infrastructure strategy, including best placement of cultural, recreational, play and sporting facilities, parks and reserves, as well as special-needs housing and social support facilities.
- Unified strategies and programmes for the region in areas like sport activity and funding, cultural and creative development, youth programmes, meeting the needs of our senior population, and community development across the Bay.
- Unified marketing of the region with respect to tourism, attraction of new businesses and investment, and marketing our products and services overseas and within New Zealand.
- One Long-Term Plan governing the region's major spending initiatives and financial planning.

### Better Service Delivery and Outcomes

#### The Power of ONE

**We propose a no-holds-barred consolidation programme to streamline business and resident interactions with council. Less confusion, less time and resource wastage. Less strain on community groups.**

We want to see one set of by-laws (from dog licenses to liquor permits), one consenting process, one contract awarding process, one environmental reporting system, one rating system ... basically, one council governing with greater consistency and transparency.

Benefits continued over page 33

# CHALLENGES ADDRESSED

## Ring-fencing Debt

There is too much scaremongering talk around debt, particularly the differences between councils' debt levels and how their outstanding debt would be managed following reorganisation.

**It's been said many times, but we'll state it again – existing council debt will be ring-fenced – plain and simple. And unequivocal.** It's a non-issue to which the Local Government Commission will apply ample NZ precedent.

Going forward, we'll all benefit from a governance structure requiring all 'big-ticket' expenditures to be weighed against one another, evaluated against regional needs and priorities, and funded accordingly and transparently. The same structure will determine which small-scale projects deliver local benefits, and therefore should most fairly be paid via targeted rates.

This approach assumes 'we're all in this together' when it comes to the major investments Hawke's Bay must make to deliver the infrastructure and major amenities we need.

## Democratic Choice

Prepared by A Better Hawke's Bay, this reorganisation proposal is intended to start a public discussion that will continue into the formal consultation conducted by the Local Government Commission.

Any party can submit views of their own to the Commission, including other plans or simply opposing any action.

If the Commission presents a reorganisation scheme, new legislation provides for a voter poll if any affected district submits petitions representing 10% of voters in that jurisdiction.

A Better Hawke's Bay is fully committed to a voter poll on any reorganisation scheme put forward by the Commission. We are pledged to work with any interested parties to ensure the requisite petitions are gathered to trigger a poll.

**Our view is that a majority of Hawke's Bay voters in the entire affected region should favour a reorganisation plan before it can take effect.**

## Protecting Communities

Restructuring has occurred before in Hawke's Bay, with absolutely no loss of identity for communities like Taradale and Havelock North. The local ties, commercial focuses and characters that bind these communities and others throughout the Bay will persist, as they always have.

Further, the plan will reinforce local identity and responsibility two ways.

- **First**, the entire district will be divided into wards, each electing its own councillors, providing direct representation on region-wide issues.
- **Second**, five elected Community Boards are proposed for Napier, Hastings, Central Hawke's Bay, Rural, and Waioa. These Boards would be resourced by the Council and exercise direct authority over designated local matters.

## Better results from central government funds and programmes

### Hawke's Bay Takes Charge

More than \$800 million per annum is earmarked for central government spending in Hawke's Bay – from education and health to roading and public safety. However, the use of these funds and programmes is largely dictated according to one-size-fits-all nationwide strategies.

But our proposed reorganisation will set the stage for more regional direction over

these funds and Hawke's Bay's future.

It's time we fought for more regional influence and accountability on how these funds are allocated and spent, how programmes are shaped and implemented, and how results are achieved.

We can have more influence if Hawke's Bay is represented by one politically-accountable authority, speaking with one voice from one council.

For example, after reorganisation we could aim to better channel government funds and support for specific strategic initiatives aimed at two of our region's most pressing social challenges – jobs and children.

### Job Creation

**Aimed at creating 5000 new jobs in Hawke's Bay within the next ten years. Not seasonal jobs, not minimum wage jobs, but permanent jobs truly that support families and whānau.**

### Child Welfare

**Aimed at guaranteeing that every child in the Bay enjoys a safe and healthy 'first five' years of life. This holistic approach would integrate sound parenting skills, child abuse prevention, adequate nutrition, health checks, pre-schooling, and so on.**

These initiatives require an innovative approach, prioritising and coordinating the efforts of appropriate central government agencies and programmes operating in the Bay. They'll need to consolidate and target funding ... all driven by strategic leadership from within Hawke's Bay with full participation from NGOs, Māori organisations, and the private sector.

The Hawke's Bay Council will take responsibility for selling this approach to Government, driving the programmes in the region, establishing milestones, and ensuring political leadership and accountability for their results.

Kevin Atkinson – Havelock North



"My experience shows every entity – corporate, community, sporting – which has united in Hawke's Bay has achieved more. I am confident that a single council will result in a greater quality of governance, and we will benefit from a strong, united, single voice representing our region."

Geraldine Travers – Hastings



"During 2012, I have had the opportunity to market my school overseas and it is obvious that one of the barriers to this process is the small size of our community. A re-organised Hawke's Bay could take its place as the fifth largest population centre in New Zealand and could therefore compete with other larger, better known centres."

John Bostock – Hastings



"All of us in Hawke's Bay have so much to gain and so little to lose by working together. The time has come for us to reorganize ourselves and embrace the opportunities offered by a shared vision."

Diana Kirton – Napier



"As with the local councils, the Hawke's Bay District Health Board is tasked with providing essential services to the Hawke's

Bay population. It does so fairly and effectively under one governing body, not five. There is nothing to fear about council amalgamation. It makes good sense."

Maree Mills – Haumoana



"Hawke's Bay could benefit greatly by overcoming the Napier/Hastings divide. I don't see the city divide, but see a region. I tell people

I live in Hawke's Bay. I understand that amalgamation is a difficult topic; however, in these times where economic sustainability is paramount, it is very much a necessity."

Catherine Wedd – POUKAWA



"As a young working mother, I'm passionate about helping make Hawke's Bay the best place we can. It's important to work together as a region – that's why I support one council instead of five! If we work to create better jobs, more young, educated people will be attracted – or come back – to the region and can help it grow."

Ngahiwai Tomoana – Pukahu



"Government boundaries should align with the Kahungunu rohe, stretching from Wairoa to the Wairarapa. There should

be two district councils – CHB to Wairoa, Dannevirke to Featherston – and one regional council from Wairoa to Wairarapa. This gives critical mass to our rohe and the ability to brand our whole region, which is vital for economic sustainability."

Helen Walker – Waipukurau



"We gain a real strategic and business advantage in having size and scale that helps attract high calibre personnel and knowledge to our

area. For example, the advantage gained by integrating Centralines, the CHB Electricity Network Company, into Unison has been a success story for our area."

David Marshall – Napier



"Having served as deputy-mayor of Napier, as a HB Regional Councillor and deputy-chair of our District Health Board, I am convinced we can

do better than having five local authorities for 150,000 people. Representation and debt issues need examining but should not prevent progress. Let's move forward in 2013, not maintain the status quo."

## IT'S YOUR DECISION. HAVE YOUR SAY!

We urge you to consider and discuss the issues raised with your friends and colleagues, and within the community groups you belong to. ABHB is happy to provide speakers to discuss the proposal:

- Mail your thoughts to ABHB, PO Box 817, Napier 4140
- Email your views to [info@abetterhb.co.nz](mailto:info@abetterhb.co.nz)
- Take our brief reorganisation survey at [www.abetterhb.co.nz](http://www.abetterhb.co.nz)
- Join A Better Hawke's Bay at [www.abetterhb.co.nz](http://www.abetterhb.co.nz)

