

# REGIONAL PLANNING RELATIONSHIPS & GOVERNANCE

by Malcolm Douglass

(A background paper prepared for the NZPI 1/10/2013 [www.planning.org.nz](http://www.planning.org.nz) )

## 1. THE RISE AND FALL OF REGIONAL PLANNING

This paper considers the fundamental local government function of regional planning. A summary is published in the December NZPI/PQ article 'The Tide of Regional Planning' (1). This more detailed paper takes advantage of an historic overview of local government since 1960. Its purpose is to confirm the fundamental nature and importance of regional planning in the chain of governance. The local government reforms of 1989 and the RMA of 1991 were long overdue and they heralded new structures better suited to the shape of New Zealand's urban settlement and the environmental standards for the next century. During the 1980s the government strongly supported the transition from United to Regional councils and the collaboration that encouraged integration of the three levels (central, regional, district) of planning.

Regrettably, since 1992, there have been a succession of institutional changes which have restricted the prospects and effectiveness of regional councils and regional planning. The 'ebb tide' began with the LGA (1992) amendments which reduced the functional scope of regional councils. It was further accelerated by some mayors and councils who adopted a stance of antagonism toward regional councils and their regional planning. The most recent RMA (2013) amendments continues the 'ebb tide' and decline of the respect for regional planning by including provisions for TAs to prepare alternative 'single default plans'.

The government has also proceeded with direct interventions and specific legislation to dramatically change the planning structures of the three largest regions Auckland(2009), Canterbury(2010) and Waikato (2010). These changes re-arrange the regional relationships and appear to be inconsistent with the underlying philosophies and principles of the 1989 and 1991 reforms. These actions have limited the influence of the regions and inhibited the evolution of their regional planning programmes.

Strategic leadership based on sound regional planning is a pre-requisite to overcoming the historic 'defeat of local government' (2). Better regional planning gives both regional and territorial authorities direction and greater confidence in their district and spatial planning. It also leads the way to identify emerging new strategic planning directions. Effective regional planning is an essential link in the chain of re-gaining the initiative of quality policies that integrate regional, local and central government's plans and programmes (3).

## 2. REGIONAL PLANNING IS FUNDAMENTAL IN ALL REGIONS

Following the LGA 2002 and the introduction of LTCCPs the regional councils, along with many of their region's TA partners, have made considerable gains in their council and community outcomes and strategic business planning (4).

Regrettably, however, since 1992 there has been a lack of consistent government support for regional councils and some city/district councils have chosen to oppose aspects of regional policy statements and plans. As a consequence some regions have found regional planning an uncomfortable activity and difficult to justify in their operating portfolios and have reduced their planning staff and regional planning programmes.

On the other hand several regional functions have been successfully pursued in some regions. These include planning for water resources, roading, public transport, urban development strategies and some shared infrastructure arrangements. The regional councils water, catchment and water consenting functions have grown significantly since 1991. In addition the government has agreed a few 'national policy statements' and 'national standards', as envisaged by the RMA, which add usefully to the planning tool kit of all regions.

Meantime, as part of its economic programmes, the government has opened doors to other strategic aspects of interest to the regions. Several recent government 'task force' reports have emerged with recommendations which can be translated into support for better regional planning. In these respects the three most important Task Force papers recommend in summary :-

- Local Government Infrastructure Efficiency - Expert Advisory Group (EAG March 2013) - pleading for better regional infrastructure, network strategies and spatial planning.
- Land and Water Forum (LAW 2010 & April 2012)) - seeking greater collaboration with the regional communities, explicit water allocations and more national standards.
- Productivity Commission Report (PCR 2013) - improving planning and local government regulation through collaboration, competence, national standards and monitoring.

These Task Force reports identify the need for more informed planning by business, by central, by local government and this would be assisted by better regional planning. For local government the absence of a regional dimension of information and integrated decision making on these topics represents a gap that must be addressed.

Effective regional planning provides the strategic framework for:-

- supporting regional and district plans under the RMA,
- providing a regional dimension for the LTP outcomes under the LGA
- and interpreting government's policies as they affect the individual regions.

Regional planning is a high priority function that must be undertaken.

This function of regional planning is a fundamental requirement whatever territorial government structure or TA council boundaries are adopted in the future.

### **3. REGIONAL COMMUNITIES OF INTEREST**

**In this discussion the first question is '*Is it possible to identify our regional communities of interest ?*'**

There is both a statutory and a general community acceptance that local government purposes should be related to communities of interest. At city, district and suburban levels, territorial local governments have wards and community boards. These provide a basis of representation, outcome assessment, funding and election. They also provide identifiable communities for local planning consultation.

At the regional level the boundaries widen out to embrace whole catchments, cities and districts and span across both urban and rural communities. The regional constituencies also generate the basis for defining regionally significant functions and possible delivery of some government department programmes. Ultimately the resources for a council's planning and service delivery rely on support from these communities of interest.

The grouping of river catchment and water sub-regional community consultative committees are just one example of the emergence of a regional community of interest. There are also regional, or provincial, dimensions for economic, environmental and social issues. Such topic area forums enable greater focus for community input which will, in future, lead to more acceptable regional plans and recognition of a wider range of regional functions.

The existing three tiered plan approach in the RMA 1(991) reflects this hierarchy :-

- (i) 'national legislation and standards',
- (ii) 'regional strategic policy statements and plans',
- (iii) 'city/district objectives, policies, rules and plans'

This division provides a manageable and focussed process of three levels of plan preparation, their consultation and the range of documents, policies and their design rules derived from a process of integrated decision making.

Our largest council, Auckland Council with its post 2010 unitary status, may yet prove to be a case of being over centralised local government. It has been promoted on the unproven assumption that 'bigger is better'. While Auckland has the greatest resource of local government in the country, the present scale and complexity of its unitary plan may prove to be a major weakness of the large unitary model.

Such a major-single-multi-layered consultation process covering all aspects at all levels ,i.e. regional, city, district, suburban and local communities of interest, all compressed into one 'portmanteau unitary plan' has its difficulties and confusions. It appears to scramble the planning issues at national, regional, district and local levels and certainly confuses the essential difference between short and long term planning horizons. This style of unitary plan, favoured in the current RMA 2013 amendments, does not appear to be a satisfactory way to proceed.

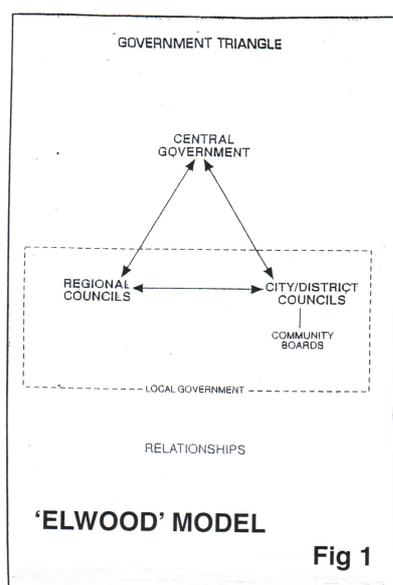
In the regional context the Auckland Council is but a part of its wider region of influence and it is still necessary to identify explicit regional objectives and regional plans, separately from the more detailed provisions of the city plans and their urban design. There is still the need to undertake consultation with its neighbouring regions and with government and develop agreed regional planning policies. It would seem best that the regional planning objectives and issues should be part of a regional plan, rather than being obscured by being merged into a single unitary plan. The need for consultation on a regional plan, with its longer time frame and its broader consideration of long term environmental and social issues remains. For logic, technical and administrative reasons a separate and free standing regional policy statement for regionally significant environmental, economic, social, settlement and spatial planning for the wider regional community of interest, is still required.

Regional (ie provincial) communities of interest are readily identified and exist. They are particularly relevant for significant for wider geographic issues and long term (50 year) regional plans. The long term planning horizons must address the big issues including the regional environment, major regional settlement patterns, regional transport and communication networks, the regional economy, regional social issues, regional development, regional spatial plans and those special needs of that regional (provincial) community. These dimensions of regional strategic planning require a whole of region community overview.

#### 4. THE 1989 LGC REGIONAL MODEL

##### **The second question 'Is the LGC model (Elwood triangle) still relevant ?'**

In 1989 there were a variety of options that could have been used to enable the regional and district communities of interest to be reflected in the governance model that provides the regional suite of local government functions. The successful model chosen in 1989 has been referred to as the 'Elwood triangle' and is illustrated in Figure 1. (5)(6)



The Regional Councils were created as equal partners with City and District Councils and all together they were seen as comprising local government in partnership with central government (7). It also assumed that Regional Councils would take a lead responsibility in developing regional policies for regional - environment, catchment, water, air quality, coastal, hazards, public transport, natural resources, broad spatial land use and regional economic strategies (8). The government in 1989 strongly supported the establishment of the 13 regional councils, in place of the previous 22 United Council regions. The recognition of the regional dimension was seen as a means of adding strength to local government and generating a potentially improved and more stable partnership between the three corners of the governance triangle (9).

In the event over the past 20 years there has been a variable performance and the three players have not created the partnership originally envisaged. The new regional councils have not shown the degree of leadership necessary to establish their effectiveness. The government and MfE have not consistently supported the regions as promised in the 1980s and as assumed in the LGA (1998) and RMA (1991). For instance in the past 20 years government has not devolved any central functions or funding to the regions. Unfortunately the larger metropolitan and some provincial councils have also shown ill-considered animosity toward the regional councils with the occasional 'turf war' and posturing over planning responsibilities.

Government has also intervened to speed up water consenting, RMA processes, housing development and mineral exploration. These interventions appear to cut across the balance between development and environment which, since the TCPA1977 and RMA1991, had been devolved as regional and district council planning responsibilities.

In short the LGC 1989 triangle is a valid and workable model. But institutionally it does require the collaboration of all three partners to behave in a cooperative way and that collaboration has not always been present. After 20 years of 'piece meal' ad-hoc legislative amendments it would seem necessary for the Local Government Commission, or government, to step back and undertake a comprehensive national review of the regional council arrangements and, probably, recommend suitable refinement of the 1989 model.

## 5 REGIONAL FUNCTIONS AND DELIVERY

Before redefining regional authority functions in the current context, it is appropriate to summarise the functions inherited and pursued by the regional councils over the past twenty years. With the establishment of the Regional Councils in 1989 their immediate functions carried forward the momentum of the earlier catchment authorities, united councils, pest, weed and other merging authorities programmes. The Regional Councils were destined to also be the major new player in the expansion of environmental protection and resource management policies under the RMA 1991 which confirmed their planning role for river catchments, water allocation, air pollution, hazardous waste and their associated regulatory role.

The existing menu of the ten most significant activities is set out in the following table. These include averages for the three metropolitan and also for the nine provincial regions. The percentages are indicative based on the operating expenditures in 1992/93 (11).

	3 - Metro Regions	9 - Provincial Regions
Public Transport and Transport Planning :	36%	20%
Water Supply	10%	3%
Consents and Monitoring	13%	18%
Hazard Engineering Flood Control Works	10%	13%
Plant & Animal Control	8%	11%
Soil Conservation	3%	6%
Strategic Policy and Regional Planning	5%	2%
Reserves Land and Recreation Forestry	4%	3%
Harbours and Coastal	2%	1%
Civil Defence	2%	1%

While the individual councils vary considerably from the average the overall balance reflects the operating expenditures of the two regional groups. Furthermore after twenty years this list of significant activities remains much as on opening day. There has been little interest in changing this menu over time and now the present professional and technical staffing establishments are tailored to these activity demands.

Prior to 1989 some of the former United Councils had also been undertaking regional planning studies covering urban growth strategies, road network studies, forestry development studies, rural resource potential studies, settlement planning studies, regional economic/development, mining studies, employment and tourism promotion. Many of these studies were jointly funded by central and local government

Regrettably by 1995 most of the regional councils had drastically reduced or even abandoned their regional strategic planning and regional development investigations. This was due to a combination of capped budgets, territorial council suspicion and also the view that such studies were not required by legislation and were not therefore essential to the then established regional council environmental functions. Thus the promising trend observed in the 1970/80s of becoming multi faceted, multi disciplined, broadly based regional planning units had largely evaporated by 2000. For similar reasons the regional councils in this first twenty years were reluctant to voluntarily add any new regionally significant functions to their portfolios unless required to do so by statute.

There has been little change since 1995 as to 'what' functions are undertaken. In the restricted economic climate of the recent past both the city/district councils and regional councils have not had the 'will' to explore a widened range of functions and activities. They have stayed close to the traditional functions and those required by statute and feel stretched to their limits while doing so.

***This brings us to the third question 'For NZ what are the future significant functions that should continue to be undertaken regionally?'***

Several attempts were made to list issues of regional significance in the past (8). What follows is a summary volunteered as a basis for further discussion and refinement. The justification for undertaking regional functions is that they meet the criteria of being regionally significant and also that they are most economically and effectively pursued on a regional, rather than a district, basis. The emphasis and mix of activities does vary from region to region. Obviously regional plans must be environmentally and economically justified. Experience yields what has become a familiar range of functions which have been shown as being best undertaken in a regional context. This menu of activities is relevant to all regions, of all sizes, across the whole country.

Territorial authority functions and services cover between forty and fifty significant activities (10)(11). In contrast regions have a smaller range of about a dozen regionally significant basic functions which must be provided. The list of basic activities ( Group (a) that follow) are those where a programme of work already exists in support of the present pattern of regional functions as required by legislation under the RMA, the LTMA , the LGA .and other Acts.

The list of activities have been identified as the basic regional planning functions which can have significant regional impacts on the environment the economy and the community. In addition there effects spill over district boundaries and possibly regional boundaries. They include developing regional strategies for regionally significant activities such as the environment, spatial plans, urban settlement, transportation, recreation and other joint programmes agreed for the region. Such basic issues must be addressed in every region, in some they may not require a lot of study whilst in other regions they are major and very demanding. These regional studies and plans are required whatever structure and boundaries (e.g. City, Districts, Unitary Councils) are selected for territorial authorities.

The suggested list of functions has been identified as having significant regional impacts and has been subdivided into three groups :

Group (a) Basic and required in all regions

Group (b) Optional subject to needs agreed by councils in region.

Group (c) Devolved from central government to the region.

**Group (a)** These are the basic regionally significant functions identified in legislation as being common to all regions and are expressly required to be undertaken :-

1. Regional Environment and Natural Resources protection
2. Regional Water Quality and Catchment planning
3. Regional Hazards , Pests and Bio-security issues
4. Coastal and Marine planning
5. Air Quality and Pollution control
6. Public Transport planning and licensing
7. Transportation Strategies and planning for key regional transport networks
8. Regional Spatial Plans for urban settlement and city UDS.
9. Regional infrastructure strategies
10. Regional Civil Defence and emergency planning
11. Regional Data Base maintenance and dissemination
12. Regional Regulatory responsibilities consenting and monitoring

Good practice and inter-council protocols require that the work and preparation of regional plans on these matters will require liaison and collaboration with the councils, tangata whenua, government ministries and the regional community. Each regional community would establish its own programme priorities from this list through its LTP and Annual Plan processes under the LGA 2002.

**Group (b)** Optional/Discretionary regional functions, investigations, regional planning studies which may be undertaken include matters such as

economic development, advocacy, promotion, shareholding in public trading enterprises, infrastructure, reserves and conservation areas - all subject to integrated decision making on behalf of the region.

The Group (b) activities must pass the test of being both more economic and show administrative advantages when the regional authority is the lead agency. The activities would be empowered by community mandate agreed through the region's LTP processes.

**Group (c)** Agency functions that could be delegated or devolved to the regions on behalf of Central Government which might in future include

allocation of funds for economic, regional development programmes and other functions mutually agreed with government e.g. district roads councils, employment/training schemes, tourism promotion and any government planning or regulatory functions e.g. environment/conservation.

The devolution of functions, referred to in Group (c), pre-supposes nationally agreed policies and standards. It would also depend on central government's policies on subsidiarity/delegations and funding.

Regional plans, as envisaged in Group (a) and Group (b) are an essential link in the governance chain. Unless plans are prepared and approved the strategies proposed will never be achieved. The challenge is to re-ignite a healthy consensus amongst politicians, professional advisers and the community of the basic importance to develop clear regional strategies and effective plans for these regional functions in the future.

The regions in pursuing their strategic planning functions and regional plans will generally have a longer future planning horizon ( 20 to 50 years) and generally more extensive monitoring and research programmes, compared with territorial authorities (3 to 20 years). The regional councils in developing their data bases and long term plans may identify new, and perhaps unexpected, long term issues which can contribute to a useful 'research and development' arm for local government in the region.

Complementing the essential regional policy and planning functions there are a range of regional operational functions such as catchment works, reserves and environmental programmes. These can either be delivered as 'in house' works operations or they may be undertaken by contract with the district/unitary councils or by CCOs or CCTOs under joint delivery service agreements.

## 6. REGIONAL GOVERNANCE AND REPRESENTATION

**The fourth important question is *'What is the governance model and should there be both elected and appointed members ?***

For a regional organisation covering the planning of a defined range of resource functions in partnership with government, territorial authorities and a selection of community institutions there are good reasons for a mix of elected, commissioner and appointed members. Experience from the United Council days, the DHBs and with the Canterbury Ecan commissioner appointments, clearly demonstrate the practical nature and wisdom of a mix of elected membership with some appointed members.

The details would need to be sorted out but the spectrum of membership might be. Constituency elected members (say 60%), government commissioner members ( say 20%) and community institution appointed members (say 20%). If there is to be such a mixed representation a revised process of appointment for non elected members of the Regional Council and its Regional Planning Committee is also required in the amendments to the legislation.

This representation framework has the advantage of allowing government agencies, community institutions, professions and tangata whenua nominees to participate directly as partners in the regional planning forum. Some government cost sharing should also be considered in these deliberations. Above all this mixed membership will assist in securing the government, local government and community partnership arrangements, which were fore-shadowed in 1989 and are again being canvassed. This would also enable a collaborative approach that should avoid the 'dysfunctional' relationships which, it is claimed, have occurred with fully elected regional councils in the past.

## 7 REGIONAL ORGANISATION MODELS

**The fifth question is *' With more unitary councils promised, who is going to undertake the basic regional planning function ?***

With the creation of unitary councils the pattern of regional/district relationships assumed in the 'Elwood triangle' may have become confused or even lost. To achieve a significant regional planning coverage across the whole country the city, district and unitary councils must all be included as partners in their particular regional authority arrangement.

Three regional models are suggested here which cover the likely range of options.

**Model (1)** Free standing and full services by a separate Regional Council that works with the Cities, Districts and its regional community to undertake all the basic regional functions in Group (a), and some optional / discretionary functions, see Group(b), and is receptive to devolutions and delegations from Group(c). It would be necessary to have sub-regional offices and also community consultative committees. The staff establishment would include full technical, specialist services and administrative services. This is as envisaged in the 'Elwood triangle' in the 1989 reforms and is the widely preferred model.

**Model (2)** Free standing Regional Council undertaking catchment, water and RMA consents and a limited list of selected regional planning activities. The Regional Council may have working agreements with individual councils, for a varying range of planning services to meet some of the planning needs of city, district and unitary councils within the region. There could be a sharing of staff, facilities and service delivery. Some sub-regional committees and offices would be established.

**Model (3)** An Authority established as a joint committee with members nominated from the City, District, Unitary Councils, regional organisations and government. The Authority would work cooperatively with an agreement shared by all councils in the region. The administration could be independent or alternatively one of the TAs may act as the 'principal council'. The catchment planning work over the whole region would be responsible to the joint Regional Catchment Committee. Other regional planning tasks being supervised by a joint Regional Planning Committee and other special Committees. These committees would have a mixed membership. The costs of staff and technical resources would be shared between the councils in the region. There could also be a sharing of staff, facilities and service delivery and sub-regional committees and offices. Separate bi-lateral agreements for selected planning services to individual councils could also be considered. There would be a sharing of staff and functions with constituent councils. This option is the same as the previous (1979-1989) United Council regional model, under the 1977 TCPA .

The organisation model must ensure that the regional planning activity is undertaken with professional integrity and implemented efficiently without conflict.

Model (1) the independent regional council would have its own staff and resources and should readily meet the independence/efficiency criteria from the start.

Model (2) would rely more heavily on joint work with its constituent councils and shared technical studies. With suitable non-conflict catchment and planning committee arrangements it should be able to function satisfactorily.

Model (3) can be made to operate successfully but inevitably it is subject to more issues of 'conservative' attitudes from its constituents, financial dependence and possible conflicts in the decision making process, even with the separation of the planning and catchment committees.

Finally the present local government legislation and the Local Government Commission's (LGC) brief will need to be widened and made more flexible so as to encompass the three different regional structures proposed. Each region's order in council will need to be explicit as to the arrangement proposed for that region and ensure clarity on the separation of the functions between the partners. This will also avoid some of the voter's confusion as to who and what they are voting for in the regional constituencies.

## **8 REGIONAL PLANNING BOUNDARIES**

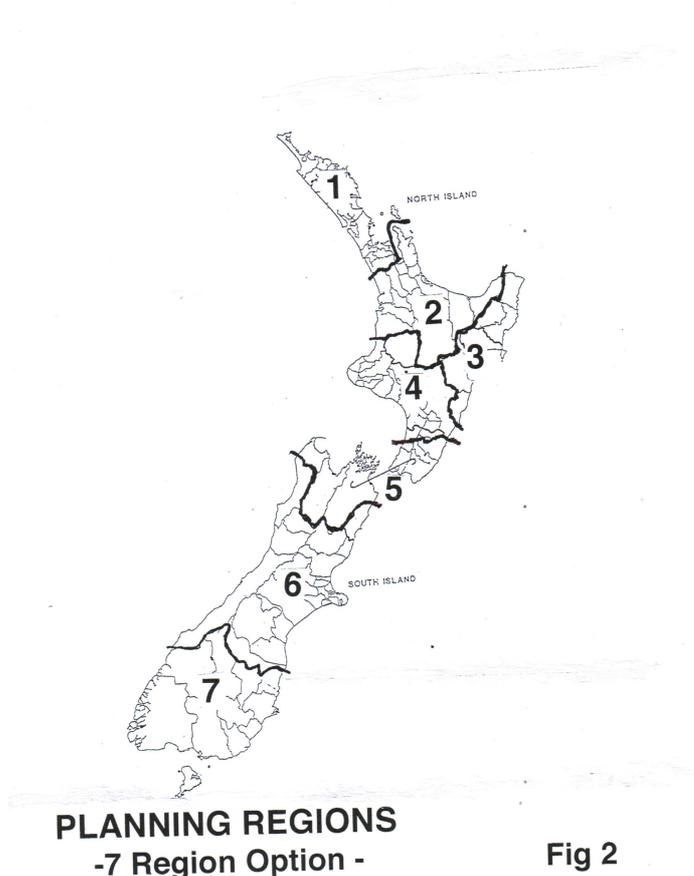
**The sixth question is 'How many planning regions are required to cover the whole country?.'**

The Local Government regional planning regions must cover the whole country to enable the basic regional functions to be undertaken effectively across the whole nation. The unitary and district council territories are too small, on their own, to be capable of covering the wider regional planning issues. The existing 14 regions have, unfortunately, not risen to meet their regional planning potentials. A smaller number of larger regions would be more efficient and make better use of the available regional planning resources. Such larger regions would also lead to a clearer separation of regional functions from the territorial authority's planning and delivery functions.

In 1988 a technical group of regional and government officers recommended 14 regions to replace the 22 former United Council regions (8). Now, as a consequence of all the central and local government re-structuring over the past twenty years a seven region local government region solution appears, on the grounds of functions, urban/rural politics and provincial identity and staff resources, to be preferred option.

Several studies of regional functions, political community and identity have established that a seven region arrangement covering the whole country could be best. The present government departmental boundaries show a variation of between 1 and 7 business regions. Overall this pattern generally matches the regional planning needs for water and soil, regional planning, regional communities of interest, the complementary government department activities and other national non government organisations and boundaries used by commerce.

Selecting any boundaries is fraught with some difficulties and traditional prejudices. However just as there are community boards within districts, so within seven regions there will be districts, cities and constituencies which reflect a variety of sub-regional views. An imperative for a regional council is to collaborate with all the councils in its region and weld together a regional partnership and a high measure of consensus for its 'regional voice'. The boundaries suggested here are a direct merger of pairs of existing regions.



The seven region map proposed here is the same as the present regions of NZ Transport Agency's roads districts illustrated in Fig 2. The interface between NZTA and regional, city and district councils throughout the country has become well established. There does not appear to be any technical, administrative or identity reason to vary any of the NZTA regional boundaries for the purposes of defining a future regional local government map.

On this basis these seven local government planning regions and populations would be :-

1. Auckland/Northland	i.e Auckland City and 6 District Council	(1.65 Million)
2. Waikato/Bay of Plenty	Hamilton City and 15 District Councils	(690,000)
3. Hawkes Bay/Gisborne	Napier City and 4 District Councils	( 201,000)
4. Manawatu/Wanganui/Taranaki	Palmerston City and 9 District Councils	(342,000)
5. Wellington/Marlborough/Nelson	Wellington 4 Cities, Nelson City+ 6 Dists	(628,000)
6; Canterbury/Westland	Christchurch City and 10.5 Districts	(595,000)
7. Otago/Southland	Dunedin,Invercargill Cities and 6.5 Dists	(305,000)

Most of these regional boundaries have natural water catchment boundaries of 'separation'. Others have boundaries of 'contact' or 'integration'. The Auckland /Waikato boundary is a working example of a boundary of 'contact and integration' rather than a watershed separation boundary. Similarly the Wellington northern regional boundary is a boundary of 'contact' and not 'separation' and requires integrated planning arrangements across the boundary. It is therefore considered that the Auckland and Waikato boundary, at the Hunua's, and the Wellington/ Manawatu regional boundary could be left as presently defined.

These regional relationships have now been established over the past 20 years so using these boundaries will encourage the correct collaboration both within and between regions for any transition into the future.

## 9 CONCLUSIONS

This paper provides a background and a review of regional governance, its functions, boundaries and regional planning for the country as a whole. It also seeks to strengthen the desire for better regional planning so as to assist the partnership between central government, regional councils and city/district/unitary territorial authorities.

This analysis suggests the following five conclusions should be addressed.

1. It is twenty years since the regions were established under the 1989 reforms and it is timely that the regional planning function and the regional structures be reviewed.
2. There is a need to review and confirm the list of basic regional planning functions that must be undertaken by all regional authorities across the whole country.
3. Selected discretionary functions should also be identified and undertaken by regional authorities with agreement of the district councils of the region. In addition the government should consider future devolution of any suitable functions.
4. The membership of regional councils, and regional authority committees would be enhanced by including a mix of directly elected regional councillors (say 60%) and also commissioners appointed by government (say 20%) with appointed community associate members (say 20%).
5. The local government planning regions should be reduced in number and on present evidence the seven NZTA regions appear the best for regional planning purposes.

These matters are again emerging as areas for public debate. There should be a review before any further ad-hoc changes are undertaken. Regional councillors /officers, territorial authority councillors/officers, MPs, NZPI. RMLA members and other professionals will all be concerned to see better regional planning emerge. This can only result from a nation wide review of regional functions and associated regional governance issues.

## **Selected References**

- (1) 'The Tides of Regional Planning' - M Douglass summary paper NZPI/Planning Quarterly- December 2013.
- (2) 'Local Government in New Zealand - a history of defeat' -Dr W.B.Such - NZ Institute of Public Administration - 23 May 1956.
- (3) 'The Unfinished Reform of Local Government - The legacy and the Prospect'; R Howell, P McDermott, V Forgie - Department Environmental Planning - Occasional Paper No 3,- Massey University. 1996.
- (4) 'Local Government Strategic Planning - In Theory and Practice' Local Futures Research -Institute of Policy Studies -Victoria University of Wellington. 2011.
- (5) ' Reform of Local and Regional Government' - Government Economic statement - Hon Dr Michael Bassett - 17/12/87.
- (6) 'Objectives of the Local Government Commission -The new structures and functions' - Local Government Commission - 28 September 1988.
- (7) 'A New Century for Local Government' -A national day of meeting for local authority members- NZILAM - 28 October 1989.
- (8) 'Report of Regional Government Working Party' - P Boag Chairman - Report to the Minister of Local Government - Dept of Internal Affairs - Wellington - 1988.
- (9) 'Local Government Reform - The New Zealand Experience ' - paper to Japan Management Association - Tokyo - David Smith - LGNZ - 18 November 1999.
- (10) 'Local Government in New Zealand'- a comprehensive summary and resource booklet. Enterprise NZ Trust with LGNZ and DIA - January 1997.
- (11) 'Local Authority Database, Survey Results 1992/93' NZLGA/KPMG Peat Marwick comparisons of the 10 most significant activities by council category- November 1994.

### **Malcolm Douglass - MSc (Birm), BE (Civil), DipTP (Auck), FNZPI, FIPENZ, SOLGM.**

*Malcolm is a life member of the NZPI, IPENZ and SOLGM being a Strategic/Regional/Town Planner, a Municipal and Transportation Engineer and one time Chief Executive of the Canterbury Regional Council. He has held many committee positions in his chosen professions, including being Vice-President of NZPI (1979-83) and Chairman of the Transportation Group of IPENZ (1984-1986). He has been actively involved in strategic planning as a senior officer and a consultant serving regional councils and local government since 1954. Since 1998 he has been an independent consultant, a university lecturer and a commissioner,*

**Email [douglass.m@clear.net.nz](mailto:douglass.m@clear.net.nz)**