

Section Heading	Sub-Headings	URL-Source and date (year).	Format	Abstract of Content A brief summary of subject matter (policy topic), key issues, their resolution, findings and lessons / principles that were addressed (ie: "Learnings").
Governance (Westland Water)	Project Approval Process	https://www.oag.govt.nz/2019/westland-dc-procurement/part9.htm	Web/PDF	"A very recent opinion on proper Council project (Westland DC water supply) processes. " Starting at Para 9.7 the OAG "learnings" for Westland (and others) concern decision making and requirements ... <i>for a complete business case!</i>
Governance	Council Long Term Plans ... 2019 and beyond. Development-Improvements	https://www.oag.govt.nz/2019/ltps	Web/PDF	Most up to date (2018 LTP's) OAG guidance on Council Long Term Plans (LTP's). They are overdue for simplification , conciseness and coverage of infrastructural asset development proposals ... in some detail.
Ditto	Ditto ... re Financial Strategies	https://www.oag.govt.nz/2019/ltps/part4.htm	Web/PDF	Note: Part 4 "Financial Strategies"4.20 Current (2018 and 2021 and beyond)) best practice: Quote: "We have not yet seen a financial strategy that we consider to be an overall good example. However, Hamilton City Council, which presented its financial strategy in five pages, is heading in the right direction".
Governance (Auckland 2018 PIR)	Post- Implementation Review	https://www.oag.govt.nz/2018/auckland-pir/appendix-2	Web/PDF	An up to date (2018) OAG checklist of PIR content.
Infrastructure (Horo - Kapiti and Manawatu DC's 2018) Best practice of asset management.	Water Supply demand management.	https://www.oag.govt.nz/2018/drinking-water	Web/PDF	Most recent, (2018) OAG views for long term planning ... required infrastructure projects – Water Supply) ... stressing the need for long term planning of supply management for future drinking water service provision.
Other	Managing IT and digital data" strategically"	https://www.oag.govt.nz/2018/information	Web/PDF	The developing law and practice of privacy and security of government entrusted data ... principles and plans for ...
Governance	Consultation processes for today's LTP's.	https://www.oag.govt.nz/2018/ltp-consultation-documents	Web/PDF	Distinguishing between information and consultation objectives within LTP's. Quote: I would encourage all councils to consider the examples from Hauraki District Council, Waimate District Council, Horowhenua District Council, and Gisborne District Council that we identify in this report as particularly effective consultation documents.
Infrastructure	Asset management planning	https://www.oag.govt.nz/2017/local-authorities-assets	Web/PDF	Five Councils reviewed to determine existing (2017) best practice of their asset management.

				<p>Quote: Local authorities have more to do to formally identify their most important assets to enable them to prioritise gathering information about them. In my view, this is an issue that needs to be addressed with some priority. I challenge all local authorities to consider how well they understand which of their assets are the most important and how they prioritise information on those assets to effectively maintain them and plan for their replacement.</p>
Performance	Audit standards of Performance of Councils	https://www.oag.govt.nz/2017/auditing-standards/docs/28-ag-4-performance-reports.pdf	Web/PDF	Audit Guideline No; 4 Performance Audit Standards.
Governance (Westgate/Massey North)	Auckland’s constraints placed on project public/commercial information.	https://www.oag.govt.nz/2017?b_start:int=30	Web/PDF	<p>Must do better ...</p> <p>Quote: “In our view, Auckland Council could have made more information about this development available. It is important that local authorities strike the right balance between balancing commercial sensitivity, maintaining legal privilege as appropriate and being open with ratepayers and elected officials. Such openness allows public discussion and debate and is essential to supporting public sector accountability”.</p>
Infrastructure (Watercare)	Model of CCO performance review	https://www.oag.govt.nz/2016/watercare/docs/watercare.pdf	PDF	“Potted” case study-model of performance compliance of a water (“3W’s”) CCO service provider.
Financial	Guidelines of planned (2016) public sector financial reporting	https://www.oag.govt.nz/2016/financial-reporting	Web/PDF	Reference sourced technical paper covering public sector (includes NZLG) financial accounting standards. Ref para 2.19 Figure 4 shows the variations of IFRS (standards) for public sector financial reporting now largely implemented.
Governance & Financial (CCO governance and financial guidelines)	The special issues of CCO management.	https://www.oag.govt.nz/2015/cco-governance	Web/PDF	Seminal guidelines for CCO administrative and legal administration covering both governance and financial responsibilities of the stakeholders (Council-owner-CCO entity affiliate).
Governance	Three case studies (Titles describe).	https://www.oag.govt.nz/2015/queenstown-housing https://www.oag.govt.nz/2015/ameti https://www.oag.govt.nz/2015/auckland-building-consents		<p>Case Studies:</p> <p>“Queenstown Lakes District Council: Managing a conflict of interest in a proposed special housing area” and ...</p> <p>“Reviewing aspects of the Auckland Manukau Eastern Transport Initiative”.</p> <p>“Auckland Council: How it deals with building consents”</p>

<p>Performance</p>	<p>NZLG’s Excellence programme ... first year 2017.</p>	<p>https://www.lgnz.co.nz/our-work/local-government-excellence-programme/</p>	<p>Web</p>	<p>“The second round of council assessments through the local government excellence programme CouncilMARK™ have been released and include the programme’s first AA rating”.</p>
<p>Performance</p>	<p>NZLG’s Excellence programme ... Prospectus outlining the terms of the (April 2017) programme.</p>	<p>https://www.lgnz.co.nz/assets/Uploads/7b027c4471/FINAL-LGNZ-Excellence-Program-WEB-8-June-2017.pdf</p>	<p>PDF</p>	<p>Precedent setting-aspirational-NZLG driven CouncilMARK™ performance improvement accreditation of all NZ Councils</p>
<p>Performance</p>	<p>NZLG survey of Council performance</p>	<p>https://www.lgnz.co.nz/news-and-media/</p>	<p>Web</p>	<p>Quote: “LGNZ has undertaken independent research that has been instrumental in helping shape a significant programme of work to improve sector performance. As a result, LGNZ will now be working with councils across New Zealand on six priority areas:</p> <ul style="list-style-type: none"> • governance, leadership and strategy; • financial decision-making and transparency; • asset management and infrastructure; • engaging with business; • communicating and engaging with public; and • building a stronger relationship with central government. <p>Each of these areas is being detailed in the new programme of work that LGNZ is currently scoping, and will include metrics and benchmarks that enable councils to demonstrate and deliver high performance”.</p> <p>Note link to Report currently (Mid 2019) not working ... refer NZLG</p>
<p>Performance</p>	<p>Handy list of NZLG Excellence Council group cohorts.</p>	<p>https://www.lgnz.co.nz/our-work/local-government-excellence-programme/</p>	<p>Web</p>	<p>“List” refers</p>
<p>Governance /Economic</p>	<p>Hugely important ... March 2019 QC’s legal opinion ... subject (<i>Don’t ignore</i>) ... the legal impacts arising from (ignoring) climate change influences</p>	<p>https://www.lgnz.co.nz/assets/Uploads/f488365773/Climate-change-litigation-Whos-afraid-of-creative-judges.pdf</p>	<p>PDF</p>	<p><i>Another seminal cautionary tale on Climate Change ... effect on Council policy analysis. (Note :Council paid for this!) ... a salutary warning for all Council analysts.</i></p> <p>Quote: <i>Local government is required to plan and act to meet the current and future needs of local, district and regional communities. This in turn requires prudent stewardship of resources and good quality risk management. 1.2 Those</i></p>

				<p>objectives have always been challenging. But now the challenges have been compounded by the strengthening of the consensus on the imminent impacts from significant climate change reflecting human activities... and:</p> <p>Para 1.6 (c) & (d) ... “the future it seems is likely to extend to the consequences of allowing development and failing to implement adaptation measures (e.g. from homeowners suffering the physical and economic consequences of climate change in the longer term). (d) There has not yet been any large damages claim in relation to failure to plan.</p>
Financial	<p>Hugely important 2012 NZIER coverage of Council financial * * “Fiscal Measures” including debt)-compliance parameters ... 33+pages ... including work paper templated content.</p>	<p>https://www.lgnz.co.nz/assets/Publications/7bbc3d6bba/Fiscal-measures-parameters-and-benchmarks.pdf</p>	PDF	<p>Synopsis of the (Hugely Important) content of the NZIER report ... Quote: “Information on a number of the critical questions can be found in the following sections of the report: Defining fiscal prudence Section 3.1 (page 6) discusses how the topic of fiscal prudence is treated in the international literature. It considers matter like service and fiscal capacity and vulnerability or resilience. Criteria for assessing measures Section 3.3 (page 12) examines accepted criteria which could be used when evaluating whether or not a potential measure is suitable or not. Potential measures Section 4 (page 15) summarises and assesses the efficacy of fiscal measures used in a range of different frameworks Using fiscal measures Section 5 (page22) outlines three potential scenarios that could affect a local authority and considers interventions for both predicting and dealing with them. On the basis of its consultation with” ... (NZLG et al)...</p>
Economic	<p>Climate Change analytical “toolkit-checklist”</p>	<p>https://www.lgnz.co.nz/assets/Uploads/55719615a2/46292-LGNZ-Climate-Change-Natural-3-Proof.pdf</p>	PDF	<p>Quote: LGNZ President: “This toolkit provides guidance in respect of areas of local government decision making that are challenging, but which require careful and considered decision making if communities are to be able to effectively adapt and build resilience to climate change.</p>
Economic	<p>Climate Change ... NZLG policy position paper</p>	<p>https://www.lgnz.co.nz/assets/Uploads/95e8a882bd/44591-LGNZ-Climate-Change-wraparound-4-FINAL.pdf</p>	PDF	<p>Quote: “All local authorities (city, regional, district and unitary) are at the frontline of climate change adaptation and have a role to play in mitigation”. This LGNZ produced brief -4 page- paper, deals with local & central government joint and/or separate responsibilities with the quasi-legal governance issues of climate change.</p>
Performance	<p>NZLG 2017 Survey of Council ... of “how our citizens and businesses feel about the services and value we provide”.</p>	<p>https://www.lgnz.co.nz/assets/Uploads/d3464622d1/44474-LGNZ-Reputation-Report-2017-FINAL.pdf</p>	PDF	<p>The second (three yearly) Council public satisfaction report, commissioned by NZLG. Quote: from the LGNZ President’s commentary ... “ yet local government’s reputation remains low, and is particularly low amongst businesses; • despite this there are some green shoots out there” ... and ... “compared with 2014 the public and businesses are more likely to want local government to lift its performance by dealing with some of the key issues of the day including transport, infrastructure and housing. This is critically important feedback for us and is now allowing us to</p>

				monitor progress ..." ... and Overall satisfaction ref page 13 ... " there are areas where local government is weaker: notably finances, as well as leadership and engagement (general public) and helping local economies grow (businesses)".
Financial	Remuneration Authority Survey form ... setting Council salary levels.	https://www.lgnz.co.nz/assets/Uploads/435388386/f/Remuneration-Authority-Discussion-Document.pdf	PDF	Whilst this is merely a survey , (no report is included) the paper provides a useful framework of analysis for the setting of Council remuneration (including elected member) ... levels.
Economic	NZLG commissioned (BERL) summary of Council contribution to economic growth (2010).	https://www.lgnz.co.nz/assets/Publications/5a4ab5960a/Local-Governments-Contribution-to-Economic-Growth-2010.pdf	PDF	BERL report ... 44 pages including a Wellington Stadium detailed case study (useful template for other such projects) ... project economic benefits ... and ... at Appendix 1 ... valuable "indicator" methodology for evaluating economic benefits ... Sample: of BERL "Local Government Economic Indicators Framework - Areas And Phenomena (Indicators Under Development)" Sample: Solid waste refuse ... Business: "Specific rate remissions of Water and trade waste; and targeted rates e.g. tourism promotion, mainstreet promotion, irrigation schemes Community: Providing community amenities such as libraries, museums and parks".
Rates	The "Shand" Report ... Rates Enquiry	Archived LG reports refer	Google Shand Report Rates Enquiry	The seminal and comprehensive review of NZLG rates policies ... much of not as yet implemented, but still of enduring significance while the Rating Acts (Rating Powers et al) remain substantively unamended.
Economic	Size of the problem re climate change's economic impact ... NZLG- Tonkin & Taylor report 2019	https://www.lgnz.co.nz/our-work/publications/vulnerable-the-quantum-of-local-government-infrastructure-exposed-to-sea-level-rise/	Web & link to compressed PDF	Quote Section Two Introduction: "However, until now, we have not had a good understanding of the type, amount and replacement value of local government owned infrastructure that is exposed to sea level rise ... This report is designed to address that gap in knowledge, and build understanding of the replacement value of exposed local government infrastructure".
Economic/Infrastructure	(very) Brief position paper ... LGNZ stance re "The 3 Waters" policies ... future directions	https://www.lgnz.co.nz/assets/Uploads/aacd0f4253/LG-position-statement-on-three-waters.pdf	PDF	Quote: "This position paper encapsulates that evidence and the sector's deep experience to set out the key principles that we, as owners and providers of the three waters infrastructure and services, see as critical and necessary in reforming the three waters regulatory framework".
Economic		https://www.lgnz.co.nz/assets/Publications/3d19a5246d/Core-Cities-	PDF	Introduction: "Local Government New Zealand (LGNZ) and the Ministry of Business, Innovation and Employment (MBIE) want to understand: • comparative advantages of the six core cities ... the six largest sized NZ cities • broader regional economic data gaps and policy issues. The report is a companion to an earlier report

		Comparative-Advantages.pdf		<i>on the international evidence on city networks. Comparative analysis, particularly of productivity, is made difficult by a lack of quality regional GDP data. The analysis is based on partial indicators, which are helpful but do not provide a full picture. Key economic issues Our analysis of the economic data across the six core cities and the regions more broadly identifies a number of key issues: eg: • the regions are heterogeneous ...”</i>
Economic	A valuable (albeit 2012) BERL research report of continuing relevance assessing the transport resources used (tonne-Km’s) ... by each major primary product group.	https://www.lgnz.co.nz/assets/Uploads/252d91a4db/BERL-Transport-Futures-Economic-Evidence.pdf	PDF	Introduction: This study estimates the transport task associated with the following main land-based commodities exported: • dairy; • meat and livestock • horticulture – kiwifruit, apples and wine; and • forest and wood products. We estimate that the annual road transport task for these export commodities totals 6.6 billion tonne kilometres, as listed in Table 1.1. Table 1.1 Road transport task for main commodity
Financial /Debt	A very substantial , (74 page) DIA LG Info series -Thomas Consulting report though somewhat dated by now, baseline for analysis of Council debt (2011), useful as a starting point for more up to date analysis of debt issues. The report is replete with debt statistics, tables, topologies and sets some benchmark metrics of debt that are still very much in play.	http://www.localcouncils.govt.nz/lgip.nsf/Files/PDF/\$file/LGIS%20Debt%20Report%202011%20v2.pdf	PDF	Quote: “The use of debt by local government in New Zealand has historically followed a cyclical pattern. This pattern is the result of a number of factors. These include: • the debt policy of the council and funding tools ... As a result, not all councils have the same approach to debt. This report identifies some overall trends for groups of councils debt positions ... The report concludes ... Quote: “Local government debt historically follows a cyclical pattern that is driven by growth, government policy and community expectations. Debt has recently increased significantly from \$1,849 million in 2000 (close to a cyclical low point) to over \$4,039 million in 2008, driven by large increases in capital spending on network infrastructure. Continued capital investment in the short to medium term will result in forecast debt reaching a peak of \$11,179 million in 2016 before declining to \$10,843 million in 2019”.
Rates	This DIA-LG Info series (19 page) report, details the results of analysis of the 2010/11 rates resolutions and concludes Councils over time continuously continue to use existing rating policy settings and mechanisms.	http://www.localcouncils.govt.nz/lgip.nsf/Files/PDF/\$file/LGIS%20Rates%20Analysis%20FY2011%20Final.pdf	PDF	This report details the results of analysis of the 2010/11 rates resolutions as produced by councils. Where needed, information from Funding Impact Statements (FIS) published in councils annual plans for the same financial year, was used to supplement that from the resolutions. The data from 2010/11 was also compared to data collated from resolutions for the previous three years.
Infrastructure	A data rich 2009 report of the 3 Waters significant activities - for planned ... estimated levels of future service.	http://www.localcouncils.govt.nz/lgip.nsf/wpg_url/Resources-bt Note: See complex multi file urls to download headed ... “Information		This report presents the results of analysis of data collected from a range of council documents on aspects of the Water Supply, Wastewater and Stormwater systems operated by councils across New Zealand. Information in this report includes: osme of the physical attributes and estimated state of water infrastructure systems; estimates of forecast capital and operating expenditure on these systems; and estimates of the current and planned future levels of renewals and maintenance.

on Local Government Water Network Infrastructure”.

<p>Financial</p>	<p>Link to the DIA local government “Financial” site resources</p>	<p>http://www.localcouncils.gov.nz/lqip.nsf/wpg_URL/Resources-Download-Data-Index#FinancialInfo</p>	<p>URL link</p>	<p>This link gets you directly to the financial local government resources provided by the DIA ... includes other links to:</p> <p>“Quote”:</p> <ul style="list-style-type: none"> • Note: The Local Authority Financial Statistics (LAFS), released annually by Statistics New Zealand, reports councils' historic financial accounts and may be accessed from the Local Government page on the Statistics New Zealand website. • Available for download under Local Authority Long-Term Plans (LTPs). Separate datasets are available for councils' 2006-16, 2009-19, 2012-22, 2015-25 and 2018-28 final adopted LTPs. • View the Auditor-General's "Matters arising from our audits of the 2018-28 long-term plans" on the Controller and Auditor-General New Zealand website. • Users may also download Rates Rebates Statistics (XLSX,33.4KB), or Rates Rebates Statistics (CSV)(CSV,8.98KB), collected from the Electronic Rebate Management System, managed by the Department of Internal Affairs.
<p>Financial</p>	<p>Statistics ... of NZLG financial data sourced via the DIA reporting</p>	<p>https://www.stats.govt.nz/large-datasets/csv-files-for-download</p>	<p>URL links</p>	<p>Annual and quarterly NZLG financial statistics Comma Separated Values (CSR) files provided from Council statistical returns and supervised and reported by the DIA reported under Government Finance subheading.</p>
<p>Economic</p>	<p>Statistics ... Building consents / values of work issued monthly</p>	<p>https://www.stats.govt.nz/large-datasets/csv-files-for-download</p>	<p>URL links zipped file</p>	<p>Monthly DIA sourced data of building consents reported under Industries sub heading. Note” also refers to Also value of building work reported.</p>
<p>Financial/Debt</p>	<p>A recent useful contribution to Council debt issues (Wairarapa Reorganisation)</p>	<p>http://www.lgc.govt.nz/assets/Wairarapa-2017/Assets-and-debt-Wairarapa.pdf</p>	<p>URL/PDF</p>	<p>Includes MW ... McgredyWinder in depth report sponsored by the Local Government Commission ... includes debt issues for the LG sector and forms a model template for the debt issues of substance in a reorganisation/merger of NZ Councils context. Note MW does not with some justification state an unequivocal position on the matter of <i>ring-fencing</i> debt and or net assets.</p>
<p>Governance</p>	<p>A collection of reportage/studies concerned with the “Wairarapa Reorganisation Proposal”. MW report.</p>	<p>http://www.lgc.govt.nz/assets/Wairarapa-2017/Assets-and-debt-Wairarapa.pdf</p>	<p>URL/PDF</p>	<p>Ditto ... the MW report traverses numerous governance (and other) issues concerned with NZLG reorganisation proposals.</p>

Governance	A collection of reportage/studies concerned with the “Wairarapa Reorganisation Proposal”. An amalgamation (reorganisation) proposal appraisal for the LGC. The seminal work-report covering all of the key aspects of a typical small to medium sized provincial/rural NZ Council. A Morrison Low report	http://www.lgc.govt.nz/assets/Wairarapa-2016/June-2016-reorganisation/ML-Wairarapa-Local-Government-Options-report-2016.pdf	PDF	Though every reorganisation proposal differs, this ML report sets the benchmark for the areas for study, research and reportage. The framework of chapter/section headings sets outlines a model of analysis of reorganisation proposals. A later ML report adds up to date and ongoing issues following on from the initial report.
Economics	Large repository of Infometric reports	http://www.infometrics.co.nz/news/		June 9 th pubic issue of regions economic positions
Performance	The NZLG Excellence programme	https://www.lgnz.co.nz/assets/Uploads/d3464622d1/44474-LGNZ-Reputation-Report-2017-FINAL.pdf		
Performance	An Infometrics subscriber service of a toolkit for developing customised regional reports.	http://www.infometrics.co.nz/product/regional-economic-toolkit/	Link	Great capacity building prospects here for analysts, a multi-purpose facility dealing with local government “Regions” such as population and related topics including regional-district economic performance ... benchmarks etc
Governance	The 2002 (as amended) Local Government Act (online issue)	http://www.legislation.govt.nz/act/public/2002/0084/latest/DLM170873.html	Link	The “terrific” live-online searchable fundamental analyst’s authority covering all LG policy content.