

Application for Unitary Authority Status Waiheke Island

Our Waiheke

30 November 2015.

Applicant

Our Waiheke

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List of Abbreviations

AC	Auckland Council
AT	Auckland Transport
ATEED	Auckland Tourism Events and Economic Development
CDEM	Civil Defence and Emergency Management
CEO	Chief Executive Officer
CCO	Council Controlled Organisation
DMI	Direction Matiatia Incorporated
ECA	Empowered Communities Approach
GDP	Gross Domestic Product
HGIDP	Hauraki Gulf Islands District Plan
OW	Our Waiheke
LGA	Local Government Act
LGACA	Local Government (Auckland Council) Act
LGC	Local Government Commission
NZTA	New Zealand Transport Agency
WUC	Waiheke Unitary Council

Foreword

This application asks the Local Government Commission (LGC) to give Waiheke an opportunity to demonstrate that it can more fully achieve its significant potential by enabling it to govern itself within the framework of the Local Government Act (LGA).

While financially quite strong, Waiheke presents an “operational scale, scope, [and] capability” so small as to be unlikely to “materially affect” the Auckland Council if the latter “were to be reorganized in accordance with [this] application” (Local Government Act Schedule 3, 2 (c)).

Our Waiheke (OW) believes it is unlikely that even the cost of disengagement – the handover of all forms of records, staffing changes, legal formalities etc - should not be high for Auckland Council (AC). Given the physical separation of all relevant assets and the availability of tailor made IT software a Waiheke Unitary Council (WUC) could readily purchase, the transfer of records could be done at an optimal, cost effective, pace.

Waiheke Island has no AC infrastructure linking it to the mainland and relatively little on the island itself. This circumstance also reduces the potential risk of major financial loss for this community from natural disasters in the future. Meanwhile, the very small scale of typical council projects on our islands limits the potential for economies of scale.

Given limited scale and general simplicity of infrastructure and council buildings etc, Waiheke is much better placed to future proof assets than most parts of New Zealand. There is a lot of truth in a popular local saying that “We are so far behind, we are ahead”.

There is also little need for regional governance in respect of Waiheke’s infrastructure. Most functions usually assigned to regional councils, as outlined in Part 4, Section 30, of the Resource Management Act 1991, would best be carried out locally to ensure the sort of attention to detail and care for the environment which is a hallmark of the concerns of the Waiheke community.

The only area of significant regional interaction with neighbouring councils needs to be over the health and management of the waters and islands in the surrounding Hauraki Gulf. We see no reason why a WUC could not work with other councils bordering the Gulf, as required, to meet its responsibilities for the part of the Gulf within its jurisdiction and

beyond. A WUC should be made a full member of the Hauraki Gulf Forum as part of its obligations in this regard.

Waiheke differs significantly from other New Zealand communities in its approach to the “3 waters”. Individual households are committed to taking responsibility for their own water supply and water treatment. There is also a marked preference for open swales on the roads rather than building storm water infrastructure.

Waiheke is also well placed to use emerging technology in

- preserving and improving its environment
- achieving greater energy self sufficiency
- using Ultra Fast Broadband to increase the options for our workforce and contributing to local job creation
- further developing an independent, resilient local economy and community.

CHAPTER 1: Introduction

With amendments to the Local Government Act (2002), in particular the removal of the minimum population limits, it became possible for Waiheke Island to consider Local Government reorganisation. This application seeks to fulfil the intent of Section 24AA of the Local Government Act 2002.

24 AA Purpose of local government reorganization

The purpose of the local government reorganisation provisions of this Act is to improve the effectiveness and efficiency of local government by—

(a) providing communities with the opportunity to initiate, and participate in considering, alternative local government arrangements for their area; and

(b) requiring the Commission, in consultation with communities, to identify, develop, and implement in a timely manner the option that best promotes good local government.

Section 24AA: inserted, on 5 December 2012, by [Section 11](#) of the Local Government Act 2002 Amendment Act 2012 (2012 No 93).

This application does not include analysis of any other local governance options besides that of unitary status for Waiheke. The “Our Waiheke” team is, however, willing to consider alternatives if they can be shown to provide significant benefits in terms of greater local control over performance of local government in Waiheke’s area of jurisdiction.

What this proposal is seeking to achieve

As the proposed WUC islands have no shared infrastructure with, and no physical connections to, the mainland other than those provided by the private sector – ferry services, electricity and telecommunications – OW seeks an ability for **Waiheke to improve local governance by returning to a much simpler, and therefore more transparent and cost efficient, set of local governance and administrative arrangements.** We will develop this further in later chapters.

Given our belief that there is a need to better provide for the Waiheke community’s quite different needs and aspirations in respect of growth and development from those of many people residing in the Auckland isthmus, **OW believes achieving separation will also create concurrent benefits for AC.** It will reduce the complexities that AC faces in its long

term planning and in its need to provide costly specialist services, because of the somewhat unique challenges Waiheke poses.

OW believes greater efficiency and cost effectiveness can be achieved in the provision of services, in any ongoing programme of infrastructural work and in project management at the scale required in the Waiheke context. Our findings suggests there are significant diseconomies of scale in our context under management by AC and its Council Controlled Organisations (CCOs). This is supported by examples in some of the Case Studies shown in Chapter 5.

It has long been claimed by AC's finance staff that expenditure on Waiheke is higher than the revenue it generates, but they have not provided robust evidence to support this claim, at least in recent times. It is now also very difficult to disentangle many costs that relate exclusively to Waiheke, given the way Council finances have been arranged regionally.

OW believes that de-amalgamation would remove many of the high overheads and diseconomies of scale that apply to AC's administration of Waiheke and this would result in a win-win financial outcome if this application is successful. In any case, OW believes there are limited opportunities for economies of scale on our islands in respect of both the works needed for infrastructure development and maintenance and for most Council projects and services. Further discussion on economies of scale in local government occurs in Chapter 6.

OW notes that the **Long Term Plan 2015-2025 recently adopted by Auckland Council makes no provision for any new facilities for Waiheke over the entire 10 years.** We also note that any investment decisions are for a new WUC to make – we have therefore not included any in our estimated budget shown in Chapter 6. Our potential budget also contains no provision for new roads or related infrastructure, but we note none are planned by Auckland Transport (AT) as far as we know.

The case studies provided in Chapter 5 exemplify the difficulties inherent in AC's management of Waiheke (more examples are available if the LGC requires them). The case studies provide insight into the loss of effectiveness, given the managerial complexity inherent in the multiple structures and large size of the current administration. In our view, these complexities indicate the likelihood of diseconomies of scale for which estimates cannot be made, since AC cannot break down items such as corporate overheads effectively at the local board level.

Waiheke has a strong tradition of volunteerism in respect of community assets. There is scope for considerable cost savings by a council that is closer to its community than a large, complex and geographically separate body could ever be. **We seek to enhance the prospect of cost savings through empowering our community** in a similar way, for example, to that demonstrated in recent years by the Thames Coromandel District Council. The Otorohanga District Council has done similarly well through the facilitated empowerment of the Kawhia community. (See Appendix H: Empowering Communities). Waiheke’s relative economic strengths and financial position are discussed further in Chapter 6.

Potential improvements from proposed changes

In addressing potential improvements from our proposed changes, we seek to achieve the intent of section 10 of the Local Government Act 2002, viz:

Local Government Act 2002 – 10. Purpose of local government

(1) The purpose of local government is—

(a) to enable democratic local decision-making and action by, and on behalf of, communities; and

(b) to meet the current and future needs of communities for good-quality local infrastructure, local public services, and performance of regulatory functions in a way that is most cost-effective for households and businesses.

1. A return of the sense of local empowerment that pre-dates the creation of the Auckland City Council in 1989 and the current Auckland “Super City” Council, will be the most valued potential improvement to result from the changes proposed herein. Our demonstrably enthusiastic, active Waiheke community has shown strong support for this application because it both wants to have, and is more capable of having, a more direct role in local decision making, in taking a more direct role in influencing the state of the island’s environment and in contributing to the wellbeing of our community.

If required, OW can provide a wealth of information about Waiheke’s history of much higher than average engagement in local government elections, submissions on issues and planning processes and through high levels of voluntary work on projects directly related to local government functions.

2. OW believes implementation of our proposed changes would significantly improve the clarity and transparency of the information that can be made available to the Waiheke community to facilitate decision making and the ability to determine costs against benefits.

There is now a very significant amount of reporting, planning and systematic consultation that must be undertaken by local government. The scale of Auckland's regional operations and the need to report to the community would be much simplified for a council dedicated to Waiheke. We note that even in 1989, when Waiheke had a fraction of the population and financial resources it has today, the Waiheke County Council was "in the black" before amalgamation into the Auckland City Council in 1989.

3. A WUC would require much simpler, more easily understood governance structures and administrative arrangements than is the case under AC.

Chapter 5 provides examples of some of the complexities of decision-making under AC's two-tiered governance structure, the significant influence of regional CCO structures and the consequent scope for friction inherent in these arrangements. As noted elsewhere, these structures were designed to tackle the significant regional issues Auckland needs to manage in order to cope with infrastructure needs in a fast growing metropolis. These regional issues have little relevance to the day to day concerns of the Waiheke community except at the margin. Meanwhile the focus of Auckland's large, complex management structures is quite understandably on regional policies and issues and this can detract significantly from responses more suited to our situation and preferences.

4. OW expects it to be far easier to understand financial information and WUC's future revenue requirements than is possible under the highly complex, detailed financial information AC must provide. The impact of the very complex and voluminous documentation required for local board annual plans, 3 year plans, and 10 year plans is that communities lose sight of what matters and are deterred from participating in any meaningful way.

Waiheke's residents and ratepayers will be able to understand the parameters of their council's activities and its costs and potential revenues more comprehensively. **This will enable them to make better decisions and/or determine service enhancements and to make conscious trade offs between council provision and voluntary activity or**

community provision. This ability was clearly demonstrated in the days of the Waiheke County Council when, for example, significant purchases of land for parks and reserves were made while voluntary effort was put into the building of community halls in all of our villages. These halls are owned and managed by our village communities to this day.

5. OW is convinced that there is meaningful scope for reductions in costs. With more direct control, increasing revenue options and greater community vigilance, we are confident a WUC could contain costs better than an AC that has already decided it needs to increase rates for residential properties very significantly over the next 10 years. When we compare our financial position with councils with similar populations that nevertheless have much larger territories and more infrastructure, Waiheke gathers considerably higher revenue and yet seems to require higher expenditure under AC for what we judge to be fewer services and facilities than the comparator councils provide. This is expanded further in Chapter 6.

Our assessment of the estimates and costings provided to the Waiheke local board for projects and some services provided by core Council units, and by AT, is that there is a lot of scope for improved cost effectiveness. Chapter 6 includes material relevant to our estimated budget and discusses the scope of economies of scale. Case studies found in Chapter 5 also provide further relevant information.

6. OW expects a reduced ongoing need to provide for depreciation since Waiheke will not have to be party to Auckland's higher pro rata requirement to depreciate its comparatively massive infrastructure and facilities.

Our islands have few of the facilities most councils in New Zealand take for granted. Apart from a near new \$8m library there is no swimming pool and the quantum of other facilities is so modest that AC has only provided \$0.9 m for renewals for them for the entire 10 years of its current Long Term Plan. As noted earlier, there is little appetite on Waiheke for future water or wastewater reticulation infrastructure, or for additional facilities (apart from an aspiration for a modest swimming pool), and there is no need or plans for new roads.

7. OW believes a WUC will have both the interest in, and the ability to focus more closely on promoting the environmental health of the islands in the jurisdiction we propose and the surrounding Hauraki Gulf waters. Greater proactivity by a WUC in this

regard is likely to be of benefit to our community, to the Auckland region and to New Zealand.

The Waiheke community has already taken a leadership position in respect of marine protection and 'no take' reserves in the Gulf by being overwhelmingly supportive of them in response to a recent survey of all residents and ratepayers undertaken by Colmar Brunton on behalf of the local board. Respondents favouring marine protection areas were, on average, in favour of protecting up to 40% of the island's surrounding waters.

8. A WUC is more likely to develop a unitary plan devoted to its jurisdiction that will benefit all of New Zealand by maintaining a level of development appropriate to retention of the iconic environment of our islands.

There is a long history of the Waiheke community playing an active role in the development of the Hauraki Gulf Islands District Plan (HGIDP) and its predecessors. The common perception is that 90% of the submissions made by Waiheke ratepayers and residents during the development of the HGIDP were ignored. All but a very few in our community fears the loss of those protections over our environment that did make it through to the HGIDP. There is also fear of the loss of control over the pace and nature of future development if we are to remain subsumed under an Auckland Unitary Plan. Action to incorporate the HGIDP into the Auckland Unitary Plan is planned for 3 - 4 years from now.

9. The ability of the Waiheke community to provide feedback on the performance of its own council and council staff will be far more immediate than is possible under the large, multiple organisations currently in place under AC. The greater scrutiny and feedback from our very engaged community is highly likely to ensure improved governance, clearer accountability and more scope for continuous improvement.

Governance Structure proposed for Waiheke Council

Our Waiheke recommends a single ward for all islands in the WUC jurisdiction as determined by the LGC. We suggest elected representatives be made up of one Mayor, one deputy Mayor, and five to seven Councillors.

The possible staffing structure is shown in Figure 1. This is provided as a guide to the possible scale and to demonstrate relative simplicity. Many of the roles outlined involve multi-tasking in councils of similar scale in New Zealand. The structure outlined attempts to

approximate the staffing needed for services currently provided by the AC. It is not intended as a recommended staffing profile for a WUC, since that must reflect the plans and policies of an incoming council reflecting election campaigning, the preparation of a transition plan and its implementation by a transition management team.

The staffing profile does, however, assume that most of the physical works in respect of roads and parks continue to be contracted out much as they are at present. Contract costs are included in the budget as closely as we have been able to estimate them. Remuneration levels have been estimated for each position, but are not shown in this schedule as we do not want to prejudice any future recruitment process. The remuneration levels used for each position can readily be made available to the LGC if required.

Staffing Structure

Job Title	No. of Staff
Chief Executive.....	1
Executive Assistant/Personnel.....	1
Governance Support/Minutes etc.....	1
Community Services/Events/Grants.....	2
Total.....	5
 Management	
Asset Management.....	1
PA/Engineering Support Officer.....	1
Roading Manager.....	1
Roads Design/Specifying/Contract Supervision.....	4
Parks Planning/Specifying.....	1
Parks Contract Supervision.....	1
Park Rangers.....	3
Fire Service/Civil Defence.....	1
Total.....	13
 Environmental Services	
Manager.....	1
Planning.....	1
Resource Consents.....	3
Building Consents.....	3
Building Inspectors.....	4
Environmental Health.....	1
Dog Control (part time).....	2
Parking.....	3
Total.....	18
 Finance & Administration	
Manager.....	1
Accountant/Plans/Reports.....	1
Rates.....	1
Debtors/Creditors/Payroll/Rates Arrears.....	1
Information and Telecomms.....	2
Customer Records & Support.....	1
Customer Services/Reception/Telephones.....	3
Library.....	7
Total.....	17
 All Staff Total.....	 53

Figure 1. Possible Staffing Profile for a Waiheke Unitary Council.

Governance: Discussion on “subsidiarity” pertaining to Auckland Council’s governing body and local boards

One of the more significant issues discussed in the lead up to the formulation of the Local Government (Auckland Council) Act 2009 (LGACA) was the principle of “subsidiarity” i.e. “the principle that a central authority should have a subsidiary function, performing only those tasks which cannot be performed at a more local level.”

This principle was systematically overlooked during the Transition Management period for the new AC given the decision to centralise all aspects of council administration, including the establishment of non-statutory CCOs, in order to effect savings and to establish eventual regional alignment around most if not all council functions and services. (We recognise AT and Watercare Services had their own dynamic in terms of centralisation of functions under the AC legislation).

Our Waiheke believes that the approach taken during the Transition Management period had significant detrimental consequences for governance as between the governing body and local boards. The financial effect was that local boards were given nominal control over only about 11% of total council spending and effective control over only 3-4% of the total. There was no effort made to make any managers directly accountable for oversight or coordination of council / CCO activities at the local level. This means local boards have little leverage or influence over the varied functional staff needed to give effect to the nominal decisions they make under the “Allocation of Decision Making” policy.

When the “Allocation of Decision Making” policy was revisited in 2014 the administration (NOT the governing body) effectively truncated any meaningful assessment of the cost effectiveness of the allocation of decision making by advising elected members that “operational issues were out of scope”. Waiheke, isolated and with typically small scale projects, has seen a lot of waste and loss of effectiveness as a result. (Appendix J: Subsidiarity and Local Boards)

Broadly speaking the proposed WUC boundary starts from the existing Thames Coromandel boundary to the east of Ponui Island (Chamberlins Island), and travels west between Ponui and Pakihi Island, until it turns north west between Motuihe Island and Waiheke Island, and travels in a direct line until just past the small group of islands referred to as the Noisies. From the Noisies it heads north east to finish at the Thames Coromandel boundary, effectively providing a small enclosed area of ocean off the Thames Coromandel boundary.

This boundary is of course just an indication only, and there are a number of central government policies which will need to be applied. Further clarification will be required on specific areas, including navigation and jurisdictional purposes. This task is outside the scope of our expertise and will no doubt be carried out by those with the necessary qualifications.

CHAPTER 3: Community Support

Evidence of community support

At the time of writing 1563 Waiheke residents and 323 residents of the Auckland region had signed a petition in support of this application. The petition was formulated with advice from the LGC and read:

“I support the formation of a Waiheke Council independent of Auckland Council.”

A small number of the Waiheke residents who signed the petition were teenagers who will be able to vote at the next election. A list of names is attached as a separate document to the electronic version of this application.(PetitionWaihekeCouncilNames.pdf). A full listing of the names and addresses of signatories is available on request.

OW ran many advertisements in local newspapers in regards to reorganisation and our application, we held 17 public meetings, had 375 respondents to an online survey (Survey Monkey). We sent regular updates the 666 (as at 1/11/15), people on our email supporters' list, and shared information and received feedback and ideas from on our Facebook group which had 440 members as at 1/11/15.

The “Our Waiheke” campaign to seek support for this application to establish a new unitary Waiheke Council began late in January 2015. It has received overwhelming support from residents and measurable support from Auckland ratepayers, including some with holiday homes on the island. The few who have questioned this proposal have done so mainly on concerns about its financial viability. Those understandable concerns have been addressed in depth in this application.

Developing public debate

The public campaign began on 22 January, 2015 when John Meeuwsen had an article published in the Waiheke Gulf News, shown in Appendix A, or available at

<http://www.ourwaiheke.co.nz/would-waiheke-be-better-governed-as-its-own-council/>

An abbreviated form of that article was reported in the “Waiheke Marketplace”, a free weekly newspaper on 21 January 2015.

<http://www.stuff.co.nz/national/65294226/bid-to-separate-waiheke-from-auckland-supercity>

“Our Waiheke” Working Group is a very diverse team of people

The Our Waiheke Working Group was formed after a very well-attended meeting held on 9 February, 2015. Its members have a diverse range of ages, career and educational backgrounds and political persuasions. This has enabled us to interact with the community at many levels and to disseminate ideas and information to a wide variety of interest groups. Membership of the team was and has remained open to any interested community members who support the objective enough to devote their time and skills to the campaign.

Support from the community

Attracting support from the community has been a process of both holding interactive public and target group meetings and of providing a steady flow of information and answers to questions through a variety of media – our local weekly newspapers, website, an online survey, personal contacts and social media – see details below.

Significant support from the Waiheke community was apparent from the very first public meeting on 9 February, 2015. Over 40 people came along to that meeting. This is the third time Waiheke Island has campaigned for independent local governance since the amalgamation with Auckland City in 1989. Many longer term residents are therefore very familiar with the arguments in favour of local self governance.

Website

A dedicated website containing background information and details of the Our Waiheke Working Group went online on 22 February, 2015. A page was begun devoted to questions raised by the public and the answers given by the Our Waiheke working group. This has been constantly updated <http://www.ourwaiheke.co.nz>

Facebook Group

A dedicated Facebook group was created on 13 February, 2015.
<https://www.facebook.com/groups/1416291922003192/>

Saturday Ostend market

OW manned a stall at the very popular Saturday market in Ostend from May to August, to collect signatures for the petition and to engage the community in discussion. Many of the signatures from Auckland residents were collected at the market.

Online survey

An online “Survey Monkey” questionnaire was conducted from 23 April to 5 May 2015 to measure the level of support for a Waiheke Council and to gain an understanding of how well Waiheke residents feel their needs are being met by Auckland Council. Results for the 375 respondents are shown in Appendix B.

Local radio station

Local radio broadcast several interviews with team members, as well as a report on the hikoi and hangi held on 2 August 2015.

Island Life 7/2/15 <http://www.waihekeradio.org.nz/content/island-life-07-02-15>;

Island Life 7/3/15 <http://www.waihekeradio.org.nz/content/island-life>

Island Life 6/6/15 <http://www.waihekeradio.org.nz/content/island-life-06-06-15>

Island Life 9/8/15 <http://www.waihekeradio.org.nz/content/our-waiheke-hikoi - 09-08-15>

Advertising, films and posters

Advertisements in local newspapers have given public notice of public meetings, our newspaper, calls to sign the petition and the hikoi / hangi held on 2 August.

Posters were printed and hung to advertise public meetings and the rally.

A short film explaining the de-amalgamation concept was made by a local media professional and shown at the local cinema and online, website and Facebook. Other short videos were made by Our Waiheke team members for the website and Facebook.

Articles, interviews and press releases

Two local newspapers have maintained a steady flow of articles, interviews and commentary on the Our Waiheke campaign, reflecting the interest in the community. A non-exhaustive list follows.

Our Waiheke newspaper

After wide ranging interaction with the community we produced a campaign newspaper in May 2015. Our newspaper sought to address the concerns and questions raised to that point.

We did not initiate our petition supporting the formation of a separate Waiheke Unitary Council until after we had provided our community with many opportunities to understand and question the issues involved.

10,000 copies of our 4-page broadsheet was printed in May 2015. It contained informative articles, graphs and interviews and our petition form. It was distributed to all Waiheke households, made available at many public venues on Waiheke by teams of volunteers and which has been on our website since 26 May 2015.

<http://www.ourwaiheke.co.nz/wp-content/uploads/Our-Waiheke-Newspaper.pdf>

Ngāti Paoa and Waiheke's pan-tribal Piritahi Marae

OW met with key officials of the Ngāti Paoa Iwi Trust. Ngāti Paoa are acknowledged as an iwi with a deep and significant history of occupation on Waiheke. It is the iwi to which the Waiheke local board and Auckland Council looks to most for guidance on matters of cultural significance, and for co-management of some local properties and reserves. They have provided a letter of support for our objective of having the LGC assess this application, which is shown in Appendix C.

There is also enthusiastic support for our application from principals of the local pan-tribal Piritahi Marae and other prominent local Māori. Piritahi Marae organised a hikoī in support of our objective through the main street of Oneroa on 2 August 2015 and hosted a hangi at the marae afterwards which was attended by around 200 people.

Wider affected area

Greater Auckland Poll

Aside from the earlier mentioned 324 visitors from Auckland who signed our petition, we conducted an online survey to gauge the level of support from the wider Auckland area. The online poll was put on our website in early September, and was also linked onto our Facebook group. 210 people responded to our poll with support, of those, 126 were from the

greater Auckland area. A detailed list of the names and addresses of those that completed the poll can be obtained on request.

Greater Auckland Support from Resident and Ratepayers Groups

Recently a further effort was made to gauge support from the wider affected area. 60 ratepayers and residents groups were contacted by email. Groups were given a brief overview of what OW was wanting to achieve, links to our website, and access for the OW newspaper. An example of the letter sent is found in Appendix D.

At the time of writing we had heard back from five of the groups, all indicating support in principle, with one offering “official” support. The others will put the question to their members at meetings later in December. We will continue collecting this support, and a recent breakdown of progress is shown in Appendix E.

Overall, the community has become very familiar with the “Our Waiheke” campaign, and our campaign features in almost every edition of our local weekly newspapers. There have been a few letters to the editors questioning the objectives of our campaign, but we have only been able to identify a handful of individuals who have taken a negative position.

Many locals provided practical assistance with the delivery of newspapers, collecting signatures for the petition, putting up posters, writing letters to the newspapers and so on. The community has made the monetary donations and “Our Waiheke” product purchases needed to pay for our campaign. Local businesses also offered support through donations, providing petition forms and collection boxes, distributing our newspaper and displaying posters for public meetings and events.

That we have received a high level of support for an independent WUC should not be surprising. It results from the very independent outlook that is typical of a confident island community. Waiheke had a long history of financially prudent local government prior to 1989: it has since been much more politically active in local body elections than any other jurisdiction in New Zealand, apart from Great Barrier Island. Had it been successful in a close de-amalgamation vote in 1991, it is interesting to speculate whether Waiheke would have been incorporated into the Auckland Council in 2010. The Royal Commission into Auckland Governance may then have singled out Waiheke for special consideration in terms of governance arrangements.

CHAPTER 4: Supporting Arguments

Online survey with relevance to “community of interest”

We conducted an online survey between 2 and 5 May 2015. The survey was promoted on a number of Waiheke based social media and had 375 respondents via the www.ourwaiheke.co.nz website.

The results show a significant level of support for change - 65% of respondents supported the idea of an independent Waiheke Council while only 16.8% were opposed to the idea. Other results were very clear – there is a great deal of disenchantment with the Auckland Council and its ability to relate to and meet the expectations of the Waiheke community.

District Plan and the “Essentially Waiheke” Community Strategy

The Waiheke community put a lot of effort into the detail of the Hauraki Gulf Islands District Plan, which only became fully ‘operative’ in 2013. Those involved will attest to the perception that much of our community’s input was ignored or watered down by council planners and decision makers. Nevertheless, the community view is clear that we would much prefer to improve that HGIDP, as far as it relates to Waiheke’s prospective jurisdiction, than to be subsumed under what will become a massive and growth focused Auckland Unitary Plan.

We are also in no doubt about the strong preference our community has to maintain adherence to the “Essentially Waiheke Village and Rural Communities Strategy” it developed in the late 1990s. That strategy was reaffirmed by our community in 2005 and the current local board is about to commence a further review to honour its pledge to do so at the 2013 elections.

Harnessing the energy of our community

This application not only seeks to achieve better informed and more cost efficient governance for Waiheke, but also to harness the energy and orientation of our community in pursuit of those aims. The potential for achieving “economic and social development” through strengthened community commitment and “community identity” has been highlighted in a wide-ranging study of local government functioning. (McKinlay Douglas 2006).

McKinlay Douglas's later study points to the contribution made by geographically defined boundaries to a strong sense of community and supports the "community of interest" considerations we believe the Local Government Commission should take into account. Sharing "services and facilities" as well as aspirations, the community becomes the entity best suited to identify what its needs are. (McKinlay Douglas 2009). (See Appendix I)

Comparisons with New Zealand district councils with similar populations

Auckland Council's current revenues from the Waiheke Local Board area were approximately \$25-26m in 2014/15. This is very significantly higher than the revenues of district councils with comparable populations throughout New Zealand.

Comparable councils typically have more territory, roading and other infrastructure, and community facilities to provide for financially than a WUC would have to do. Figure 3 shows the revenues and expenditures of just five of these comparable councils, but there are several more around New Zealand we could have included. The chart and notes form part of the previously mentioned "Our Waiheke" newspaper.

We acknowledge that the figures in the chart do not include regional council figures but note that those figures are relatively minor as a proportion of the totals shown for other districts and that, in any case, there should be little regional expenditure accruing to a Waiheke unitary council.

Decisions on both revenue and expenditure should be made by any future WUC after due political and consultation processes rather than predetermined in this application. However, we note that even allowing for somewhat higher costs in Auckland than elsewhere in New Zealand, particularly for roading, and higher costs for some services and products because of the need to transport them to our islands, the differences in the expenditure figures in the table above are significant enough to indicate **there should be scope for substantial reductions in costs from those incurred by AC at present.**

Financial viability: Lessons from Councils with similar populations

We have studied the 2013/14 annual reports of five Councils with similar populations to us. Their revenues, services and the costs they face, convinces us that our island would be financially capable of self-governance.

	Otorohanga	Stratford	Carterton	Waimate	Gore	Waiheke
FACILITIES						
Population	9138	8991	8235	7536	12033	8340
Bridges	3	152	51	185	114	4
Playgrounds	7	4	3	7	26	6
Halls	2	3	3	9	10	3
Pools	2	1	3	1	2	0
km roads	834	600	441	1338	895	200
REVENUE (\$million)						
Rates	8.08	7.45	6.62	5.39	11.74	16.50 ^A
NZTA	2.54	2.74	1.49	2.76	1.41	3.50 ^B
Other	4.64	5.19	4.72	3.95	4.66	6.00 ^A
Water	0.68	0.36	0.93	1.74	1.28	0
Total	15.94	15.74	13.76	13.84	19.09	26.00
Rates per person (\$)	884	829	804	715	976	1978
EXPENDITURE (\$million)						
Employees	3.09	2.82	2.96	3.24	5.28	4.20 ^C
Depreciation	3.88	3.88	3.14	4.07	4.82	3.00 ^D
Finance	0.79	0.30	0.50	0.36	0.60	1.50 ^E
Other	6.22	6.92	4.16	4.18	7.56	16.04 ^F
Water	0.52	1.36	1.68	2.57	1.15	0
Total	14.5	15.28	12.43	13.82	19.47	24.74

Notes

- A See Gulf News 19 February pp 1 & 3.
- B The NZ Transport Agency will fund at least 51% of agreed expenditure provided we become a Unitary Council. Current Auckland Transport spend is claimed to be approximately \$7 million p.a.
- C Gore (population 12,280) employs 89 full time staff for \$5.28 million at an average of \$59.3 k. We believe at most 55-60 staff are likely to be needed by Waiheke Council – Otorohanga employs 36 staff, Stratford 44. Our conservative estimate reflects a higher average pay of \$70 k.
- D Depreciation should be lower than other Districts as we have significantly less infrastructure and more modest facilities to provide for.
- E See fair share of debt discussion on Page 3. The estimate is conservative.
- F Estimated Auckland Council and Auckland Transport year spend. Includes \$7m for transport, \$3m for waste management, \$3.04 m for parks and reserves and \$1.7 m for wharf operations. These figures are considerably higher than those for the comparison Districts

Figure 3. Council Comparisons from the Our Waiheke Newspaper

(Note – the “200 km roads” for Waiheke in the table above was an approximation, now corrected by Auckland Transport to 150 km -122 sealed / 28 unsealed. This is far less than for any comparable council).

Later in Chapter 6 we outline a conservative budget for Waiheke we have developed, based on the expenditure we believe approximates current AC provision of services before any cost reduction or reconsideration of service levels a new WUC might undertake. The estimated budget was developed by a former CEO of the Hastings District Council, Eric Millar, a member of the Our Waiheke team, who arranged input from experienced local government professionals and carried out related research.

We also note the financial work done by Larry N Mitchell for the North Rodney Action Group as described in their 2013 application. Many of Mr Mitchell's more general thoughts on finances and the difficulties faced in finding appropriate financial information from AC and its CCOs apply to this application too.

Proposal to reduce capex for local boards to zero for 2015-25

During the course of developing the 2015 – 25 Long Term Plan the administration proposed that the entire capital works programme for Local Boards be reduced to zero. This proposal was made notwithstanding that local boards' capital projects had been negotiated in good faith for the 3 year plans. These plans had been developed after consultation with communities earlier in 2014 so expectations had been set.

Eventually, the governing body decided to provide an annual pool of \$10 m for all capex bids from 21 local boards. This entailed significant reductions for most of them. Local boards, which bear much more direct accountability to communities for delivering on their 3 year plans than the governing body, were disempowered because of this final outcome.

The central tenet of this application is that Waiheke is bearing significant costs from the complex, functionally separated administrative structures. These structures were created to deal with significant regional issues for Auckland such as water supply, treatment and storm water management, roading and transport systems, responses to insufficient investment in infrastructure historically and the consequences of providing for significant growth.

There are also the inherent complexities and scope for lack of or misunderstanding that comes from having multi layers of governance. With many regional issues and wider council policies and procedures to consider, Auckland councillors can be forgiven for having difficulty dealing with the concerns and interests of each one of the 21 local boards.

A sense of the weight of the Auckland governance load was well expressed by the Auditor General in December 2012 when she wrote "We were concerned about the wall of reading matter that governing body and local board members are expected to master. Governing body members probably get more to read than is humanly possible in the time they have available." (Auckland Council: Transition and emerging challenges p. 47 para 4.60) In our experience, the weight of this governance load has changed little in the interim, as demonstrated recently in the development of the 2015 – 2025 long term plan.

In this context, dealing with or prioritising Waiheke island issues that are very different in nature and scale from issues prevailing on the mainland, where decisions or projects often involve multiple local boards or the whole isthmus, is inherently difficult. Many issues are often quite alien to the mainstream bureaucracy given that they are normally required to implement regional policies or practices that just don't make practical sense at a scale appropriate to Waiheke or to our relatively isolated context.

CHAPTER 5: Case Studies

Case studies on current Auckland Council and CCO effectiveness in the Waiheke context

The following case studies demonstrate how difficult getting things planned, decided and/or done can be in the Waiheke context given the number of functional entities which share decision-making responsibilities. The examples provide insight into the costs of managerial complexity and, we believe, of the likely but hard to measure diseconomies that pertain in our very small, relatively isolated context. They also serve to show how difficult it is to achieve cost efficiency and cost effectiveness through economies of scale on our islands in respect of both the works needed for infrastructure development and for minor works.

CASE STUDY 1: Development plan for Waiheke's gateway, Matiatia Bay

Matiatia Bay includes the wharf for the passenger ferries that serve the bulk of passenger traffic to and from Auckland. Over the years, land and facilities in the Bay is controlled or managed by Auckland Council: Transport, Auckland Council Properties Limited (now Panuku Auckland Development), Watercare Services, the Harbourmaster, and Parks and Reserves.

Matiatia is of immense importance to Waiheke's residents, not just as our major transport hub, but also as the spiritual and cultural gateway to the island. There has been sustained community resistance to significant private development proposals for the Bay.

In the mid 2000s a large development was proposed for the foreshore at Matiatia. After a major, protracted campaign, the proposal was subsequently defeated by a widely supported and community funded movement. The land involved was finally purchased by Auckland City Council to forestall the development. No further significant development at Matiatia was to be allowed until consultation with the community to develop a detailed plan for Matiatia was undertaken. No action has since been taken to develop this plan.

In 2013 an application was made to Auckland Council seeking to build a 160 berth marina in Matiatia Bay including land reclamation for shore facilities and car parking. At the request of the applicants and despite significant community concern and the lack of a development plan, the governing body voted to send the resource consent application directly to the Environment Court.

The community quickly formed “Direction Matiatia Inc (DMI) to oppose the marina application. Over \$400,000 has been raised to oppose this application in the Environment Court.

Meanwhile, the current Waiheke Local Board has been attempting to get Council to progress a development plan for the area. A working group of staff from all relevant parts of the Council and CCOs was formed. That group met for a year but they have been unable to make any headway. They gave up in the end because they simply did not have the level of authority in their respective organisations to make meaningful decisions.

The Local Board is now having to consider using its limited discretionary funding to employ a project manager to bring the various elements of the Council’s organisations together to make progress.

Lessons from Case Study 1

1. Despite a very clear understanding of the Waiheke community’s view of the proposal for a significant development at Matiatia, Auckland councillors have shown they are not able to identify with the matters of greatest importance to the Waiheke Island community.
2. When multiple functional groups of the Council group need to make decisions on a scale appropriate to Waiheke, they are effectively incapable of doing so. Only very senior officers can make the decisions that count across the group and they simply do not have the time to deal with such minor matters in the wider Auckland context. In this example, even the direct involvement of the CEOs of both AC and Auckland Transport has failed to resolve the issue.

A Waiheke Council would have the executive power and the consultation skills needed to take decisions, make plans and implement them. It would undertake to consult with and respond to the community’s concerns and act accordingly.

CASE STUDY 2: 10-Year Transport Plan for Waiheke

AT, an agency with very visible and significant impact on Waiheke, also has difficulty dealing with the scale of operations that apply here. It has difficulty in giving Waiheke priority in its workstream given the complex and very large scale of operation in which it mostly operates. It seems incapable adequately providing for a core responsibility – long term planning for outlying areas – either to ensure cost effectiveness (the need for rework is common) or to cope with change and growth. (Draft Transport Projects Advocacy Proposal, 2015)

The Waiheke Local Board has tried for two years to work with AT to develop a 10-year transport plan for Waiheke. While increasingly senior AT managers indicated that AT would only consider three-year maintenance plans for Waiheke, eventually the CEO of AT conceded that a 10-year plan was feasible.

There is a very significant amount of disenchantment with AT on Waiheke. We have appended a very recent article from our local paper in which the local board chair, Paul Walden, sums up what has been an almost constant flow of complaints about the nature and quality of work carried out by AT or in which it has been involved. (See Appendix G: Gulf News Article P Walden)

Lessons from Case Study 2

1. AT has difficulty adjusting its scale of operations to conditions on the island.
2. AT is reluctant to accept responsibility for long-term planning for the outlying areas of Auckland and operates with dubious cost-effectiveness.

A Waiheke Council should be better able to develop and implement a 10-year transport plan, with the community, with solutions to suit local conditions.

CASE STUDY 3: Developing a plan for Little Oneroa - Waiheke's popular, but often polluted stream and beach reserve

The Waiheke local board wanted to develop a comprehensive plan to deal with long standing and continuing pollution of the "Little O" stream. Again, a multiplicity of Council organizations had to be involved in order to develop an action plan.

A Council Project Manager was appointed to work with staff from the various parts of the Council and AT to develop the required plan. Little progress was made for many months, despite numerous meetings, because there was no established line of accountability. The Project Manager eventually made it clear that she had no idea of how to gain commitment to an action plan.

Eventually, the local board decided to use its limited discretionary funding to pay a community organisation with a good track record of environmental success to work with both the community to reduce domestic pollution in the Little O catchment and, as necessary, to negotiate with parts of Council and AT to undertake related work.

Lessons from Case Study 3

1. Small projects which require multiple senior managers are not cost effective.
2. Unless clear accountability for any project is imposed by a sufficiently senior level of management in each of the Council/CCO agencies involved, Waiheke projects are unlikely to be completed in a timely, cost-effective manner. The cost of meetings (including travel to/from Auckland and corporate overheads) is wasted.

A Waiheke Council would have had a simpler, more direct process, seeking a local solution from the start, at considerably less expense and much greater efficiency.

CASE STUDY 4: Resource consents and Auckland Transport – no connection

There have been numerous examples of resource consents being processed on Waiheke without systematic engagement between resource planners and AT. This leads to developments that in various ways encroach on to the road reserve - particularly driveways - in a manner that compromises future needs for footpaths and road widening.

Another example is the \$3.5 m needed to substantially repair/renew a long section of rural road that had been badly damaged by heavy trucks carrying clean fill from a private development to a landfill site. The resource consent for this development should have considered a contribution towards the cost of road remediation because the damage is easily foreseen on our fragile roads. The consent was given without any input from AT on the matter and all costs were fully borne by the ratepayer.

A similar case of this lack of communication was seen when damage was caused to a (different) road through another significant amount of earth being carried to a private landfill. That road will also have to be remediated at considerable cost to ratepayers – again with no contribution from the beneficiaries of the earthworks.

Lessons from Case Study 4

1. Resource consents given by planners without input from AT lead to extra costs when work causes damage that must be repaired or which hinders development.
2. Uncoordinated practices are not cost effective.
2. Heavy road users cause damage to Waiheke's roads but do not contribute to repairs.

A Waiheke Council would be capable of coordinating easily and efficiently between its different parts and could ensure that users contribute fairly to costs. It could more easily introduce preventive measures such as tare weights and maximum dimensions of vehicles to prevent inappropriate access and reduce costs.

CASE STUDY 5 – Disappearing wharf tax

Wharf tax that is collected for each passenger between Auckland and Waiheke and was designed to be used for ongoing maintenance and development of the wharves at both ends of the service. Authoritative figures for the tax do not exist after 2007. At the time of amalgamation in 2010, according to current Waitemata and Island Ward Councillor, Mike Lee, a former Chair of the Auckland Regional Council and a board member of AT, there was a significant fund built up from the wharf.

Of greater concern, though AT has indicated that wharf tax collected in the past 5 years has been decreasing, the number of commuters and visitors to Waiheke has grown strongly over the period (as confirmed by the CEO of Fullers Ferries). Nevertheless, AT remains unable to provide credible figures for either the wharf tax collected or the amount held in the appropriately dedicated account.

Lessons from Case Study 5

1. The principle of user pays around a targeted rate seems to have been dropped by AT in this example.
2. Funds collected prior to amalgamation are being treated either as part of consolidated funds or were spent without regard to the services targeted by user pays.

A Waiheke Council would collect the wharf tax, account for it properly, and make sure it was spent appropriately.

CHAPTER 6: Economic Viability

Waiheke Island has a population of 8340 and makes up a mere 0.6% of the population controlled by Auckland Council. Waiheke Island is distinctly different from the surrounding Auckland area, with a community of interest that is also very different from those in other areas of Auckland. Distinctions and differences between Waiheke Island and mainland Auckland provide reason for serious consideration for Unitary Status for Waiheke Island.

According to the Waiheke Economic Development Overview (2013), compared to Auckland, Waiheke has characteristic differences in:

- A significantly higher local economy growth. Waiheke grew by 14 per cent from 2011-12, compared to Auckland (3.2%) and New Zealand (2.3%). The Waiheke economy more than matched growth in the Auckland region over the ten years to 2012, with average annual growth of 4.5 % compared to 3.0%
- A significantly higher rate of local workers, with over 70 percent of residents choosing to live and work on the island, a percentage which far exceeds any other area in Auckland. For those commuting to the mainland for employment, the major destination is the Waitemata City Business District area. Waiheke businesses rarely attract commuting workers from off island.
- A higher average increase in employment. Waiheke increased on average 2.8% per annum in the ten years from 2002-12, above the Auckland growth rate of 1.9% and the New Zealand rate of 1.4%.
- A higher proportion of people deriving self-employment or business income. 37% of households in Waiheke derived self-employment or business income, compared to 25% across all Auckland households.
- A higher average number of employees per business.
- A higher growth rate in the number of new businesses. There were 1191 businesses in Waiheke in 2012 (0.7% of Auckland's total). Waiheke averaged 4.3% p.a. from 2002-12, well above the Auckland wide rate of 2.7%.
- A significantly lower median household income of \$38 725 compared to a regional median of \$63 387.

- A lower unemployment rate.
- Higher home ownership. Waiheke's home ownership was higher than the regional average in 2013, at 66% compared to 61%.
- A lower population growth rate than the Auckland average.
- A lower proportion of overseas born residents.
- A greater proportion of residents of European background (making up 90% of the population).
- A lower proportion of residents of Asian and Pacific ethnicities.
- An older population, in 2006 Waiheke had a median age of residents 7.4 years older than those regionally.
- A higher achievement level for school leavers at NCEA level 2.
- A greater proportion of residents with post-graduate degrees or higher.

The local economy generated a GDP of \$219 million in 2012, and was higher compared to the Auckland region from 2002-2012 (ref). Tourism and food, and beverage manufacture are strongly represented. Manufacturing is important, with the vast majority of this in the growing wine industry. Rental, hiring and real estate services is the largest sector, contributing \$34.1 million to local GDP.

Waiheke Island is particularly exceptional in the number of tourists that visit each year, reportedly nearing the one million mark. Just this year Waiheke Island was named the fifth best destination in the world by Lonely Planet in Travel 2016 publication, and in October as fourth best island in the world by Conde Nast Traveller's magazine. International recognition at this level suggests that the many local businesses that rely on tourism will not doubt thrive in the foreseeable future - the secret is out.

Waiheke's economic strength and resilience

Waiheke now has a sizable economy, estimated at some \$230 million GDP in 2015. "Economic activity and employment in Waiheke has grown faster than the Auckland region from 2002-12" (Waiheke Economic Development Overview 2013, Auckland Council paper). There is now sufficient economic strength and anticipated growth in our economy to give a new Waiheke Council sound financial capability and resilience.

The indications are that Waiheke's economic growth has continued apace and that it is expected to keep doing so. Confidence in the economy is evidenced by a third ferry

company recently entering the Auckland / Waiheke service. A \$35 million supermarket is being built as this application is being written. Visitors numbers to our islands are approaching one million per year and our vigorous tourism sector is working hard and creatively to increase that number further. Waiheke has become a world-renowned destination in its own right. The island needs streamlined approaches, not currently provided, to meet the logistical needs of visitors.

Waiheke has been attracting increasingly well-qualified, entrepreneurial people for the last 20 years. We have, for instance, 50% more people with post-graduate qualifications than the Auckland region as a whole (ibid p.8). The Ultra-Fast Broadband network rollout now nearing completion will make the island more attractive to professionals wanting to base their business on Waiheke while enjoying its environment, lifestyle and amenities. There is also a strong and growing number of creative people in most forms of the arts, many of whom are making a good living from their talents and entrepreneurial flair. Waiheke also has sound health, education and social services, many of them reinforced by the involvement of volunteers.

Waiheke has a strong local economy, which seems certain to carry on the trend. Indeed the unique nature of Waiheke, and its exclusion from the mainland by water, is attractive to visitors and thus has many economic advantages. Waiheke, unlike some parts of New Zealand, has little risk of facing a reducing population or loss overall. Therefore, it seems highly likely that Waiheke would have no problems fulfilling the government's objectives for economic growth and job creation.

Economies of scale in local government

There is considerable doubt amongst those who have studied economies of scale in local government about the extent to which it has been proved applicable. An extensive study by McKinlay Douglas (2006), provides insights into our view that there is limited scope for economies of scale in respect of Waiheke's local governance. They note that local government is an expression of local democracy which means there could be considerable difference between councils, as each reflects their own unique communities and their choices. McKinlay Douglas conclude that there is extensive uncertainty whether economies of scale exist in local government service provision, and caution sacrifice of benefits like citizen

participation and representation for the sake of a larger government that will unlikely meet local preference.

Byrnes and Dollery (2002) also argue that the paucity of empirical evidence on the existence of significant economies of scale in municipal service provision casts considerable doubt on the widespread policy of local government restructuring in Australia and they question the widespread use of amalgamation by State governments as a key policy instrument for more cost effective local services.

Of particular importance for the current debate in New Zealand is what the literature has to say about economies of scale as a rationale for local government amalgamation. In general, the research argues that larger local authorities tend to be less efficient than medium-sized or smaller authorities. More importantly, although achieving economies of scale matters, they do not provide a rationale for local government amalgamation.

While there is, of course, potential for economies of scale in Waiheke's context, there is no reason to assume a separate local council could not avail itself of access to them through shared services and group tendering with kindred and neighbouring councils as is steadily becoming more prevalent in local government in New Zealand.

An Estimated Budget for a Waiheke Unitary Council

Eric Millar:

From 1979 to 2000 I was CEO of three sizable private and public sector organisations. The last of these was 9 years as CEO of the Hastings District Council.

I have been looking at the feasibility of establishing a new council for Waiheke. Auckland Council has huge challenges that are not that relevant to Waiheke and I felt that an independent Waiheke Council, if financially viable, would be a better proposition for future governance and cost containment for the Waiheke community.

I came to the conclusion that putting a well-researched proposal to the LGC makes good sense. I would not have become involved if I could not satisfy myself that a small council could pay its way. I therefore spent some time analysing the annual reports of some of the smaller councils in NZ and have visited two councils for discussions with their CEOs and senior staff. This research has enabled me to put together an organization structure for a Waiheke council and an estimated budget showing what the financial picture could feasibly be. (See Appendix I for full background statement and Notes to Budget Estimates: Eric Millar)

Estimated Budget

Estimated Budget for a Waiheke Council

Column One shows rates at 2015/16 levels. Column Two shows them at 2014/15 levels

	One	Two
REVENUE	\$	\$
Rates	16,200,000	17,000,000
Planning and Building Revenues	1,200,000	1,200,000
Wharf Tax [estimated minimum]	1,800,000	1,800,000
Matiatia Commercial Tenancies	85,000	85,000
Matiatia Parking	230,000	230,000
Leased Spaces Matiatia	135,000	135,000
Car Rental/Harbourmasters	105,000	105,000
Parking Fines etc.	95,000	95,000
Mooring Fees	86,000	86,000
Wastewater Treatment Owhanake	200,000	200,000
Transfer Station	440,000	440,000
Red Rubbish Bags	48,000	48,000
Quarry Revenues	250,000	250,000
Environmental Health	65,000	65,000
Dog Registration	90,000	90,000
Rental Income Halls & Sports Park	36,000	36,000
Artworks Rentals	87,000	87,000
Library Revenue	10,000	10,000
Financial Contributions	200,000	200,000
	21,362,000	22,162,000

NZTA road costs subsidy on 90% of opex/capex - 52%	3,042,000	3,042,000
	24,404,000	25,204,000

EXPENDITURE (Current service levels)

Employees per Staffing Schedule	4,325,000	4,325,000
Mayor & Councillors Salaries/Expenses	225,000	225,000
Motor Vehicles	180,000	180,000
Electric Power	200,000	200,000
Telephones	200,000	200,000
Printing/Stationery/Postage	100,000	100,000
Insurance including Riskpool liability (infrastructure) insurance	100,000	100,000
Premises Repairs and Maintenance	200,000	200,000
Audit	120,000	120,000
Non Staff IT Costs (Assume MagiQ)	250,000	250,000
Additional IT back-up in first year	100,000	100,000
Software Licence Fee	70,000	70,000
Sundry office costs	50,000	50,000
Wastewater Treatment Owhanake	200,000	200,000
Road Maintenance	3,000,000	3,000,000
Parks/Playgrounds Maintenance	1,900,000	1,900,000
Trees/Road Verges Contract	400,000	400,000
Parks Assets Renewals	800,000	800,000
Matiatia wharf - assumes revenue offset by costs and reserves.	1,800,000	1,800,000
Halls Maintenance	100,000	100,000
Solid Waste Management/Transfer Station Contract	3,000,000	3,000,000
Depreciation (includes \$3.5 million road capex)	4,585,000	4,585,000

Debt Servicing Costs	1,100,000	1,100,000
Community Events/Grants	200,000	200,000
Library servicing contract	500,000	500,000
Contingency Allowance	1,000,000	1,000,000
	24,705,000	24,705,000
Surplus (Deficit)	(301,000)	499,000
Set up costs		
MagiQ IT System	400,000	400,000
Expanding Premises	4,000,000	4,000,000
New Motor vehicles	400,000	400,000
Office Furnishings/Equipment/Computers	300,000	300,000
Total that could be debt financed, if decided not through rates.	5,100,000	5,100,000

Figure 4. Possible Budget for a Waiheke Council

Waiheke's fair share of Auckland Council's debt and assets

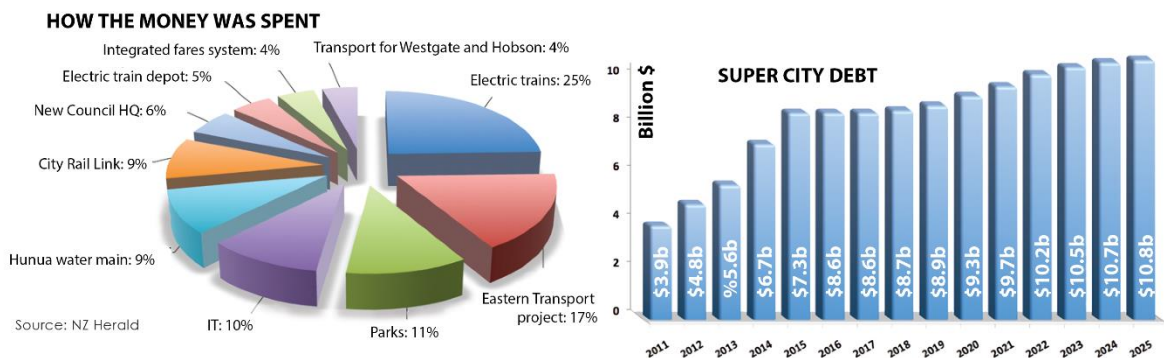
Although the LGC will determine the proportion of Auckland's debt a WUC would receive OW expects that level to be around \$12 million and advised the public of this in our newspaper extract as shown in Figure 5. The LGC could increase the level by adding a portion of the debt held by the Auckland City Council in 2010. Even then the total should not exceed \$15 million. At the other extreme, the LGC could determine the amount of debt to be transferred to Waiheke by apportioning the current \$7.3 billion debt on a population or rating unit basis.

With a 1.5 million population for Auckland, Council debt per person is \$4,867. Multiply that by Waiheke's population of about 8500 and our share would be \$41.4 million.

Waiheke would not have to pay more in interest on debt than other local authorities. At 5% servicing \$15 million would cost \$750,000 in interest and a \$41 million debt would cost \$2.05m per annum.

Our fair share of Auckland Council’s debt.

Auckland Council’s debt has almost doubled from \$3.9 billion to \$7.3 billion in 4 years. Little of that investment benefits Waiheke directly.



“The LGC will determine the proportion of Auckland’s debt a Waiheke Council must shoulder. The Our Waiheke team will argue that the fair amount of Waiheke’s debt burden should reflect the capital expenditure for new work carried out since the Super City was formed – for example, the library and the service centre. The amount should total about \$12 million.”

Figure 5. Indication of Waiheke share of debt from “Our Waiheke” newspaper.

LGC net debt calculation for a Waiheke Council

While we recognize that we do not have access to the level of detail needed to make a definitive calculation on the level of debt to be transferred to a new WUC, it would seem likely that a fair share of ACs debt should not be more than the \$15m provision made in the budget outlined above – and it could be somewhat less.

Regional services to be negotiated with Auckland Council

Library services - We have mentioned that Waiheke residents would have a strong preference to remain within the Auckland region library system. We have provided for this in the budget estimates made in this application.

Business development and tourism - Some Waiheke business interests would want to maintain access to the services provided by the Auckland Events and Economic Development (ATEED) CCO. That agency's CEO has made it clear that it would need to charge for such services but we believe that ATEED would have a continuing interest in leveraging the successful tourism profile Waiheke has established for itself in the last 10-15 years. We have not provided for ATEED fees in our estimated budget as it is difficult to determine the quantum and nature of future demand.

Another option is for Waiheke to manage its own tourism and economic development, which would give more voice to local businesses. Arguably, outside of ATEED, Waiheke already receives considerable international media which drives tourists to the Island at a considerable rate.

Recently a group, mainly comprising local business owners with an interest in tourism, was formed to work with ATEED. This indicates local businesses are prepared and willing to have an input on tourism. There is no reason why, rather than ATEED working with Waiheke, Waiheke couldn't reverse the role and negotiate with ATEED on combined projects in a similar manner to other successful regional tourism organisations.

Emergency management and civil defence – Waiheke has a good range of services and many volunteers in civil defence and emergency management (CDEM) with a strong police presence, 2 fire stations, the Coast Guard, vibrant Red Cross and Citizens' Advice services, good health services and the ambulance and helicopter services needed to complement them. These services meet regularly. It seems likely a Waiheke Council would want to remain party to Auckland Council's CDEM systems and capabilities and that may involve some fee for service payment/s.

Biosecurity / biodiversity & other specialist expertise – Councils around New Zealand are now collaborating around a variety of specialist services and it seems likely that a Waiheke Council would want to work with Auckland and other councils for specialised services on an as needed basis. Waiheke also has many residents with the requisite skills and knowledge.

CONCLUSION

Te Motu o Araihoa (the long sheltering island), or Waiheke Island, has always been separate from Auckland. Its comparatively recent, forcible inclusion in Auckland's sphere has highlighted the difficulty of a small island's needs being catered for by a large structure designed to coordinate land-based infrastructure such as roads, water, and business services as well as fast-track housing development. The island has suffered in that time from a lack of proper oversight of its own development or commitment to long-term planning. Neither the division of responsibilities among Auckland Council CCOs nor the devolution of governance to bureaucracy works for Waiheke's small scale needs: even the highest tiers of CCO management cannot agree on one small plan for a tiny area of Waiheke.

Waiheke's unique attraction as a place combining beauty and simplicity, creativity and artisan enterprise, a vital Māori identity, protected nature and precious isolation, is now a very valuable asset: for the people who invest their lives and incomes in properties and businesses here, and for New Zealand, not just Auckland, particularly in the increasing tourist traffic now encouraged to come by international travel guides. They seek what the photos promise: an oasis.

In Waiheke's case, the paramount concerns of appropriate, long-term and cost-effective administration to achieve the preservation and development of the island and its people while attending to the visitor demands can only be served by a small-scale but networked approach which optimises the potential of the community in every way.

Waiheke has the resources, the finances, the will and the skills to steer the planning and implementation needed. It needs planners who understand Waiheke's assets, needs, responsibilities and aspirations. The community needs hands-on management, fast, cost-effective response times, accountable decision-making and responsible handling of community finances, needs and aspirations: in short, better governance.

A Waiheke Council is needed.

Postscript

Note on Presentation: Joint Advocacy, Northern Local Boards, 2016-17

This very recent presentation to Auckland Council was prepared by five northern local boards representing 350,000 people and 60% of Auckland Council's land area.

These local boards were appealing to the governing body for greater collaboration, coordination, resources to carry out investigations and above all, forward planning to accommodate fast growth. After five years of functioning, or trying to function within AC they are feeling that the benefits of regionalisation are pretty scarce.

The presentation covers a range of topics from sports facilities to operational funding and the Special Housing Areas. In regard to the latter, the boards appeal for "a more collective response that will mean these new areas are developed in a planned and co-ordinated way". They report being informed by AC officers that there are no resources for planning, and that the SHAs are given approval without going through the "essential planning context". Their plea is to "think seriously" about the result of not remedying the "gap in our planning".

Our Waiheke would argue that removing Waiheke Island and its quite different issues from the Auckland Council jurisdiction is likely to assist in the functioning of an obviously overloaded organism.

Appendix A: John Meeuwsen's Article in Gulf News 22 January 2015 and Letter to Len Brown, AC Mayor, 2 February 2015

Would Waiheke be better governed by its own Council?

From the jubilant enthusiasm of our inauguration ceremony last November to the every day work on the wide variety of issues we deal with, the Waiheke community has been very supportive and often of great practical help to the Local Board. It is truly a privilege to work in the interests of this wonderful island community and it is continuously surprising how many of our residents are prepared to share their wide array of knowledge and skill in working to serve this island community.

Knowing what this community is capable of has made it even more frustrating than it otherwise would have been to work within the complex Auckland local governance arrangements. Almost everything we want to progress involves several different parts of Council and the separately governed Council Controlled Organisations [CCOs], particularly Auckland Transport. Getting functional silos to work together has proved very difficult and remains so. One can almost see the costs rising as projects creep along. Everything seems to take several iterations to deal with and that creates a lot of work for the Local Board and its support staff.

2014 involved almost continuous consultation – first the Annual Agreement, then our Local Board 3 year Plan, which we thought went very well, and then the disappointment of the Long term Plan which saw Councillors reduce our forward capital spending so much that it undermined our 3 Year Plan process and our aspirations. Meanwhile there was frustration at the lack of progress in developing plans for Matiatia, Little Oneroa stream and beach area and for the reserves at Rangihoua, Alison Park and the Causeway. We are still only at the scoping stage of our intention to reaffirm the “Essentially Waiheke” strategy that was a key plank in our election campaign. Waste management has become a big issue. And plenty more...In brief it is hard to get much off the action list and that is both very time consuming and demoralizing.

There were a number of points in the year when we could see how the intent of the legislation that set up the Auckland Council was being effectively subverted. The legislation basically says that what is local should be done locally and that decision making at the Council level should concern itself with regional issues. It is now very clear that without operational capability and the funding to go with it, this legislative intent cannot be consummated.

Policy development around both ‘Local Board Funding’ and ‘Decision Making Allocation’ between Local Boards and the Governing Body set a cap on funding controlled by Local Boards at only 11% of the Council's budget. Even that funding is mostly already tied to

existing services or assets. All operational issues were taken out of the scope of these policy reviews.

The decision to take operational issues out of the scope of these policy reviews was made by officers, not Councillors. To me this effectively made a mockery of the governance role of both Councillors and Local Boards and I said so loudly at the time. No provision was made to discuss and evaluate the *effectiveness* of Council spending as between central and local delivery, which I felt should occur since we had had 4 years experience of the new Council's operations at the time.

It's time for Waiheke to explore separation from Auckland Council

I acknowledge increasing senior management support in the last quarter of 2014 in response to our frustrations. AC CEO Stephen Town and AT CEO David Warburton intervened in some issues personally but, despite that, little has progressed with those issues.

In any case, I now believe that achieving outcomes for Waiheke is both far more complex and far more expensive than it should be. The size and complexity of the Auckland Council, its overwhelming orientation to its urban heart and the difficulty in getting some of the 30 odd separate functional units to work together on projects we care about, make this so.

Questionable value add from Auckland Council

I believe there is very little prospect of Auckland Council adding any value to or for Waiheke into the foreseeable future. For a start, we are truly separate. There's not a road, a pipe or any form of Council owned physical connection with the mainland. The only physical connections - ferries, telecoms and power lines, are all privately owned. The only public transport subsidy we receive is for after hours bus services that help to cement the competitive advantage of the main ferry operator.

We collect and treat our own water and have to fight Council efforts to channel our storm water into kerbed and channelled torrents that gouge the landscape into our beloved surrounding sea. Waste management was taken from our community's control 5 years ago and we are now going to be clobbered with the full costs of a service that may well cost a lot more than it should do and, in a couple of years, with a 'user pays' system for households that I believe will be very difficult to make fair or effective in our context. We fight a constant battle with Council planners over the intent behind our District Plan and the Unitary Plan process is threatening a reduction in some of the environmental protections we thought we had safeguarded.

Ever increasing costs

Meanwhile there are large and continuing costs inherent in Auckland Council's finances that will add little value for Waiheke residents over the course of the Long Term Plan being decided right now.

First will be the huge costs of improving public transport and infrastructure for the 40% population growth being planned for over the next 20-25 years. Second, we will need to accommodate a reduction in rates on businesses over the next 8 years from 2.6 times what residences pay to 1.6 times that rate. That reduction alone will add more than 1.4% to all residential rates *per annum* for 10 years. Third, we are party to the catch up involved in fully

providing for depreciation. We were part of Auckland City Council. That Council fully funded depreciation but many of the other Councils incorporated into Auckland Council did not. The depreciation catch up accounts for 1% of average residential rates per annum. Fourth, there seems little likelihood that the claimed savings that were to be made in administration of a “Super City” are ever going to emerge – quite the reverse on the present evidence. Massive investments have had to be made in buildings for staff and the blow out in costs for the IT system intended to tie all the complex operational processes together is eye watering – as usual.

Overall residential properties will almost certainly be locked into a 5.6% *average* increase to Auckland Council rates regardless of efforts to keep cost increases in check. The headline increase will be promoted as being “only” 3.5% but at 5.6% compound interest, a rates bill of \$2000 in 2015 will become \$3448 in 2025 !

Waiheke has different values and aspirations to Auckland

We believe islanders prefer to retain our “relaxed lifestyle”, not just for ourselves but also for the benefit of all Aucklanders and for visitors from all over. Most of us believe that the economy should be “a fully owned subsidiary of the environment” and that truly sustainable economic development comes from increasing the capabilities of our people rather than more intensive development.

Apart from the passion, commitment and capabilities of long time residents, many people who have come to live on Waiheke more recently did so precisely because of this island’s values and its great community spirit. We now have high levels of skills and knowledge and we are keen to apply them to creating greater sustainability in social, economic and environmental pursuits that will serve the interests of all our residents and visitors.

We demonstrably welcome working together *as a community* to achieve the kind of objectives in sports and recreation, arts and culture, health and welfare and the environment that Council claims to aspire to. We have shown ourselves willing and eminently capable of doing a great deal through voluntary effort. *We do not want or need the disempowerment inherent in a large bureaucracy full of experts who are paid to know best and take responsibilities away from us.*

There is now an excellent example of increased cost effectiveness and community empowerment and involvement from more local decision-making at the equivalent of our Local Board level. In 2011, the then mostly new members of the Thames Coromandel District Council actively devolved almost all Council functions including, crucially, related budgets, to its 4 Community Boards. It only kept those functions strictly seen as applying across the District to itself.

May I urge readers to spend a few minutes watching <https://www.youtube.com/watch?v=T49QcJ8Hs1w>. You will find it inspiring and it clearly demonstrates that rates CAN be reduced without sacrificing core services.

Could Waiheke become a stand alone District Council?

This is the question I would like to explore with the community over coming months. Certainly it should be feasible. There are 10 District Councils with similar populations all over NZ that are functioning quite effectively right now.

We have about 8500 residents on Waiheke but, because we have some 1800 holiday homes, we collect more rates pro rata than District Councils with similar or higher populations. \$17.7m this financial year will be paid on rates alone on Waiheke for 5704 residential, 600 “farm / lifestyle” properties and 289 businesses. By comparison Otorohanga Council had 9513 residents in 2013 and 5214 rateable properties. It will collect total revenue of \$16.2 in 2014/15. Other examples [rates only figures] were Kawerau – 6720 / \$8m;

Wairoa – 8050 / \$9.9m; Opotoki – 8600 / \$12.1m; Stratford– 9200 / \$10.1m; Westland – 8950 / \$18.3m; Hurunui – 11,650 / \$14.5m; Gore – 12,280 / \$13.1m. [I have left off Carterton and South Wairarapa as they are subject to possible amalgamation.]

Rates are only one financial measure and they are only presented here for a rough comparison. It will be necessary to gain a more comprehensive understanding of the capabilities, services and situations of these Councils relative to Waiheke to determine whether they would help prove our ability to go it alone. [I have started on this with 3 of these Councils – see below.

Why not seek greater devolution within the Auckland Council?

Some will ask whether it is worth considering yet another upheaval in our local governance arrangements. Couldn't we achieve much or most of what we are after if we were given greater local control – and the budget needed to give that effect – within the Auckland Council “family”?

This is of course possible but I believe that there would be considerable downsides to remaining within Auckland Council. These include:

- The consequences for Waiheke of fully becoming part of the Unitary Plan at the expense of our newly operative Hauraki Gulf Islands District Plan
- The risks of being subsumed in the “growth is good / development must be provided for” planning culture and processes that may be relevant to Auckland but are not to Waiheke. Experience shows it is difficult to get Council planners and at least some of the Councillors to relate to the outlook of our island community.
- The ability to gain direct control over our rates, fees and charges and to align them with our priorities via consultation with our community
- The financial consequences of being tied to the massive and increasing debt burden arising from the infrastructure etc needs of a fast growing city.
- The continuing need to be tied to the Auckland CCOs which are, understandably, focused elsewhere and once removed from democratic governance arrangements. Experience shows it can be very difficult to align their focused efforts with wider Council considerations or projects.
- The need for Waiheke to have a more independent say over what is done to restore and maintain the health and wellbeing of the inner Hauraki Gulf

Campaign to discuss and consider establishing a new Council for Waiheke

In order to convince the Local Government Commission, central government and Auckland Council, we will need to have carefully and objectively considered all the consequences,

costs and benefits of any proposal to establish a District Council for Waiheke, what its jurisdictional limits should be and what its prospective regional relationship with neighbouring Councils should look like.

It is now time this issue is addressed by the Waiheke community – public information sharing meetings, papers, discussion groups and other input will be welcomed from all interested parties. The overall objective will be to gain evidence of widespread backing for a formal proposal for a new Waiheke District Council from residents and ratepayers, probably in the form of a simple but clear petition plus a compelling proposal to the Local Government Commission.

We have been to see the Principal Advisor of the Local Government Commission, Donald Riezebos, for guidance on the process of pursuing this concept. An outline of the process involved can be found at <http://www.lgc.govt.nz/the-reorganisation-process> . Hopefully any final proposal that emerges will be in time for the next local government elections in 2016.

Issues that require detailed examination include:-

- A full and very clear picture of our financial position vis a vis Auckland Council – all the revenues and costs we can clearly determine. The financial picture was determined in great detail by the Gulf News in 2007 [6 September] when we were still part of Auckland City Council. The Gulf News is undertaking a similar study in January 2105.
-
- An in depth examination of the costs and benefits / advantages of being part of Auckland Council considered against the cost effectiveness and advantages of more direct local control, a much simpler governance structure and planning / budgeting parameters, and the cost/benefit opportunities of gaining greater community involvement. Being an island helps a lot here.
-
- What impact smaller economies of scale and our island situation are likely to have on our ability to provide the full range of Council services cost effectively [e.g. in respect of procurement or waste disposal]
-
- Which services [e.g. library, marketing, landfill] we would be best to negotiate over for provision by Auckland Council and the estimated costs we could incur in this regard.
- In particular, we should examine the costs/benefits to Waiheke of the major growth in infrastructure provision needed for a fast growing Auckland, of the need to catch up with underfunded depreciation over the next 12 -14 years and the planned reduction in the rates take from business.
-
- The legal position. Section 24 of the LG Act directly relates to the establishment of new Councils, including a requirement for all affected Councils to collaborate in the process of “re-organisation. What would it take to “re-organise” under the provisions of the Local Government Act 2002 and other relevant legislation? [Helpfully, the Act was amended in December 2012 and August 2014 to simplify relevant processes and by dropping the requirement to have at least 10,000 residents before an application to establish a new Council can be made.]
-
- Implications / cost benefits etc for both Waiheke and Auckland of likely increasing numbers of commuters between us – do both gain? Are there losses for either?

- It may be worth examining the rationale for including the former Waiheke County Council into the Auckland City Council in 1989. It seems likely that that decision made inclusion into the new Auckland Council more or less automatic in 2011.
-
- Also we should examine the findings of the Royal Commission on Auckland Governance because it made direct references to implications for governance of the Gulf Islands
- Other issues that emerge from consulting our community, existing like sized Councils, legal and governance experts and so on.

Let me repeat the value in visiting: <https://www.youtube.com/watch?v=T49QcJ8Hs1w>

John Meeuwsen

January 2015.

From: John Meeuwsen - Waiheke
Sent: Monday, 2 February 2015 9:07 a.m.
To: Mayor Len Brown
Cc: Councillor Mike Lee; paul.walden@aucklandcouncil.govt.nz; Beatle Treadwell - Waiheke; Becs Ballard - Waiheke; Shirin Brown - Waiheke

Subject: Exploring the idea of proposing a District Council for Waiheke to the LGC

Dear Len,

You may have been advised that I intend to lead a process of exploring the idea of a separate District Council for Waiheke.

I would like to emphasise that in conducting this campaign I will work to limit criticism of the performance of Auckland Council and concentrate on emphasising Waiheke's physical separation – no pipes, roads, etc join us to Auckland – and that we have quite different aspirations about growth and development to those of Auckland.

I hope you will understand, however, that making a case for the likelihood of improved governance and cost containment for Waiheke will require drawing attention to *systemic* shortcomings in the present subsidiarity arrangements as we see them.

While I accept that it is a matter of perspective, we believe most regional issues mainland Auckland has to grapple with have limited relevance here. People don't live here to aspire to contributing to the "ever increasing demand for public transport, roads, housing, water [and] sewerage" required by a "great city" ['Help shape the future of Auckland' 10 - Year Budget document p.7.]

We have found that the unavoidable division of responsibilities in a large, multi-faceted Council makes project management on our tiny scale very difficult to manage well. Believe me, we have tested this. Even when the CEOs of the AC and AT have personally intervened in multi-faceted projects they have progressed poorly.

The complications arising from the division of accountability between AC and the CCOs exacerbate the problems we have in getting things done satisfactorily. AT, which has pervasive impact here and in most 'rural' areas, has recently reaffirmed its belief that it should not devolve any aspects of its functions, as provided for in legislation, because it claims that everything it does has regional ramifications. We simply do not believe this is true in respect of Waiheke beyond some minor matters.

The question of a possible new TLA for Waiheke should be about whether governance and prospective cost control could be more effective with a simpler, more easily accountable local structure for Waiheke. **A central consideration for us will be to determine whether and in what ways being part of Auckland Council adds value in our context.**

I have been assured by Council finance officers that Waiheke gets more expenditure applied to it than it pays for in rates. However, my instincts, born of long experience in the management of large public and private organisations, plus research I have done on 8 District Councils that have a similar number of rateable properties to that of Waiheke [and typically far more infrastructure to service than we do], suggest that this is true only because we bear costs we would not do if we had the 30 – 40 staff level that is typical of the 8 Councils researched and the reduced costs from simpler governance, communications etc. Obviously we will need to explore the facts around revenue and

expenditure as best we can but, especially for the expenditure side of the ledger, the numbers we are able to obtain will reflect what is in place now, not what might be, and this will limit their relevance.

You will understandably be concerned with the possible flow on effects if any campaign to 'secede' from AC jurisdiction is successful. You may well oppose any proposal for what you see are good reasons in the event that a formal proposal for change emerges. We also appreciate there will be cost ramifications, in money, in disruption, implications for some staff, new system hiccups etc if there is more change. These sorts of things will be legitimate concerns.

We note, however, that the spirit of the current government's 2012 and 2014 amendments to the LG Act was to make the possibility of successful 'reorganisation' proposals more likely by simplifying processes and wiping the need for a minimum of 10,000 residents in any prospective new TLA. The Minister and Government Members, as recorded in Hansard in the relevant debates, were very clear about the desirability of making things easier in this regard.

I personally believe in the necessity of a unitary council in Auckland. The big issues for Auckland – transport, water supply and water treatment, fairly sharing facilities, responses to fast growth, etc - should be subject to more coherent, single point decision making than was possible in the past.

Again, we feel much of all that has little relevance to Waiheke beyond some relatively minor regional matters. Most of us gain little more benefit from the infrastructure and services located on the mainland than the residents of, for example, the Waikato, Northland or regular business visitors. I believe any objective study would show that our now very capable commuting population more than pays its way in its contribution to Auckland's prosperity through their applied skills, their purchases and in the rates paid by their employers. A small number avail themselves of transport subsidies on the mainland but even those are under threat.

Meanwhile, there is considerable use of Waiheke's Council sourced services and amenities by the large proportion of Auckland's residents that visit here each year. Many of the amenities they use were put in place by the Waiheke County Council and its predecessors. The County Council, when amalgamated into Auckland City in 1989, was the only Council whose books were "in the black". We paid for our wharves through a tax on [unsubsidised] ferry fares and continue to maintain them thereby. Overall, I believe Auckland residents use of Waiheke's amenities etc is likely to offset what Waiheke's 8600 residents avail themselves of in Auckland.

Len, I believe there is merit in us discussing how to limit possible flow on effects and avoiding unnecessary negative publicity in this context. It is rare for anything to be unique, and Waiheke is not. It is, however, an island. That makes consideration of the parameters of operational issues and projects easy to calculate. Waiheke has an atypical population that is increasingly highly qualified and, as you know, is strongly biased in favour of community and political engagement. All of the many Waiheke ratepayers I have had contact with are very keen on this idea – I have not had a single negative response thus far. Even the emails I have received from Auckland based house owners have been as supportive as those from residents.

Whatever transpires from exploring this idea, I hope that you will actively assist in ensuring that AC staff respond objectively to our exploration of its pro's and con's. If we obtain sufficient, demonstrable support to determine that we should put a formal proposal to the LG Commission, I hope that Auckland Council's responses to our proposal will be

well founded and honestly held.

Thank you for taking the time to read this rather lengthy missive. I hope it will lead to a discussion in the near future.

Regards,

John Meeuwsen
Member, Waiheke Local Board.

A reply was received to this letter as follows:-

To: John Meeuwsen - Waiheke

Subject: RE: Exploring the idea of proposing a District Council for Waiheke to the LGC

Dear Mr Meeuwsen, Thank you for your recent email to the Mayor.

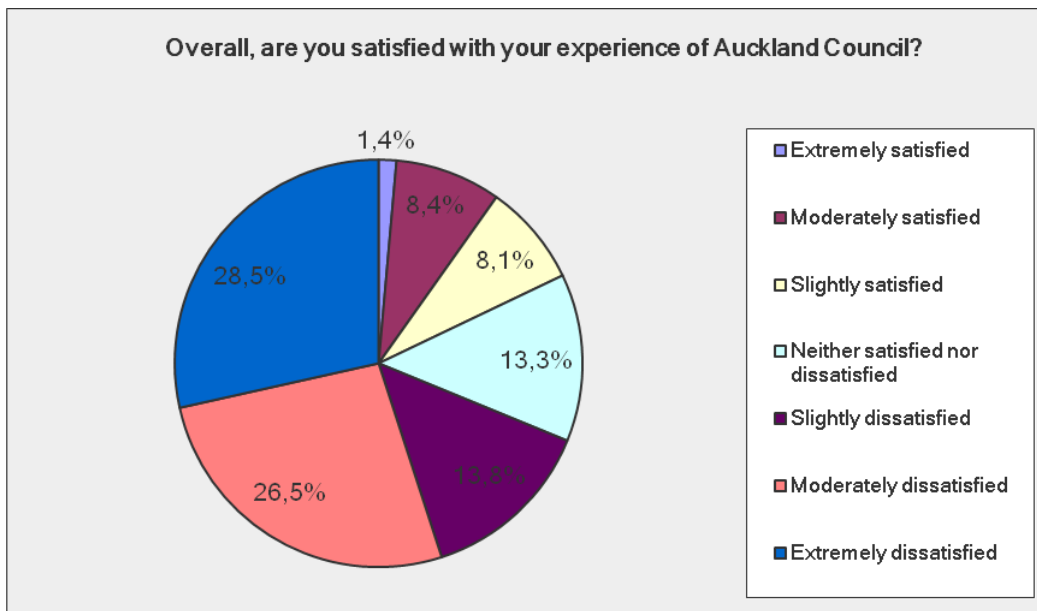
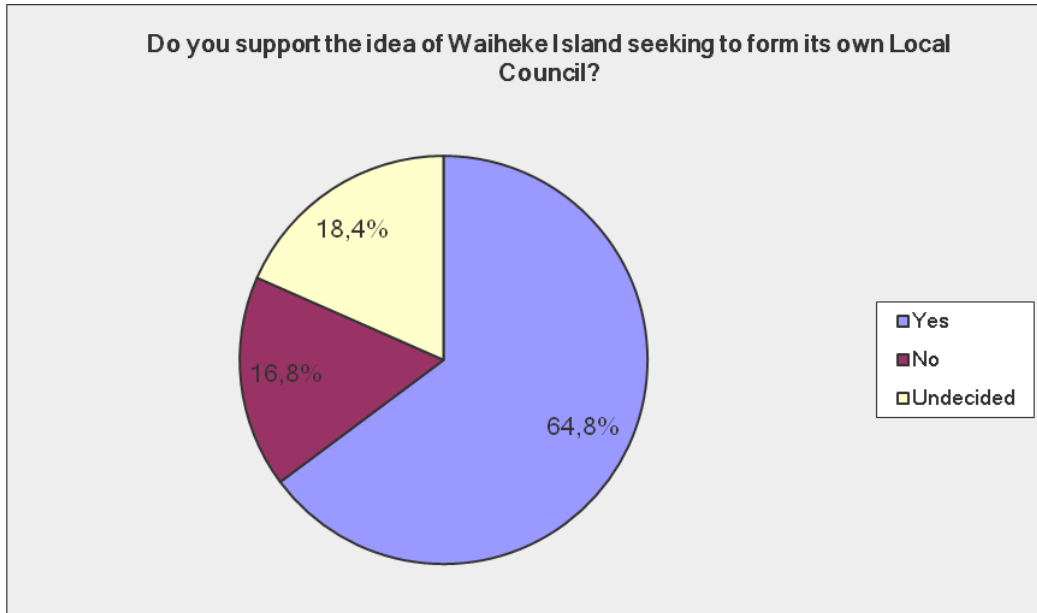
On the Mayor's behalf - we assure you that should your proposal proceed through the Local Government Commission process and Auckland Council is asked to provide comment or submissions by the commission, my expectation is that staff will respond objectively and professionally.

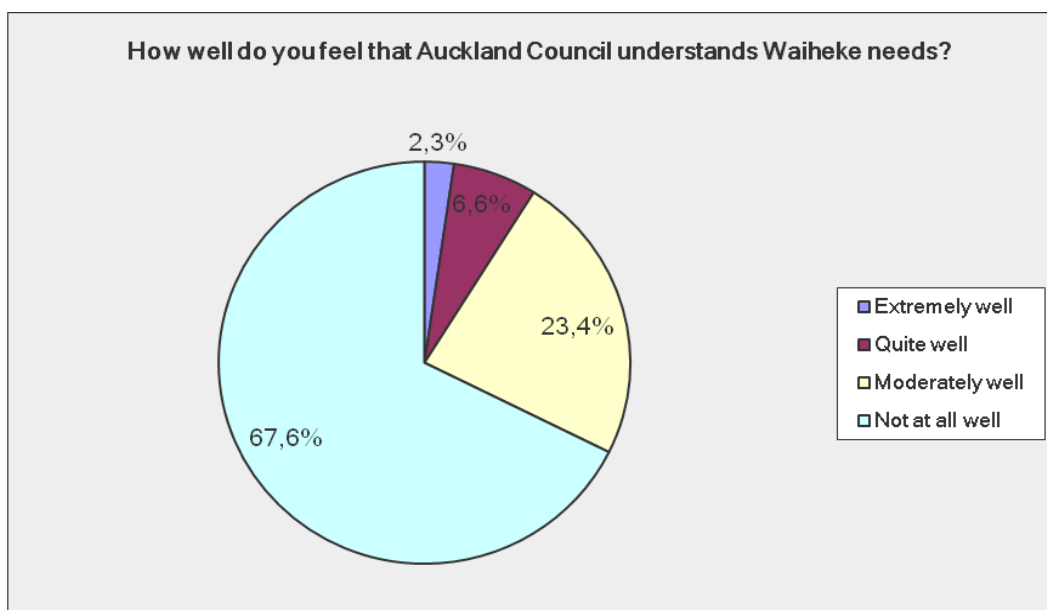
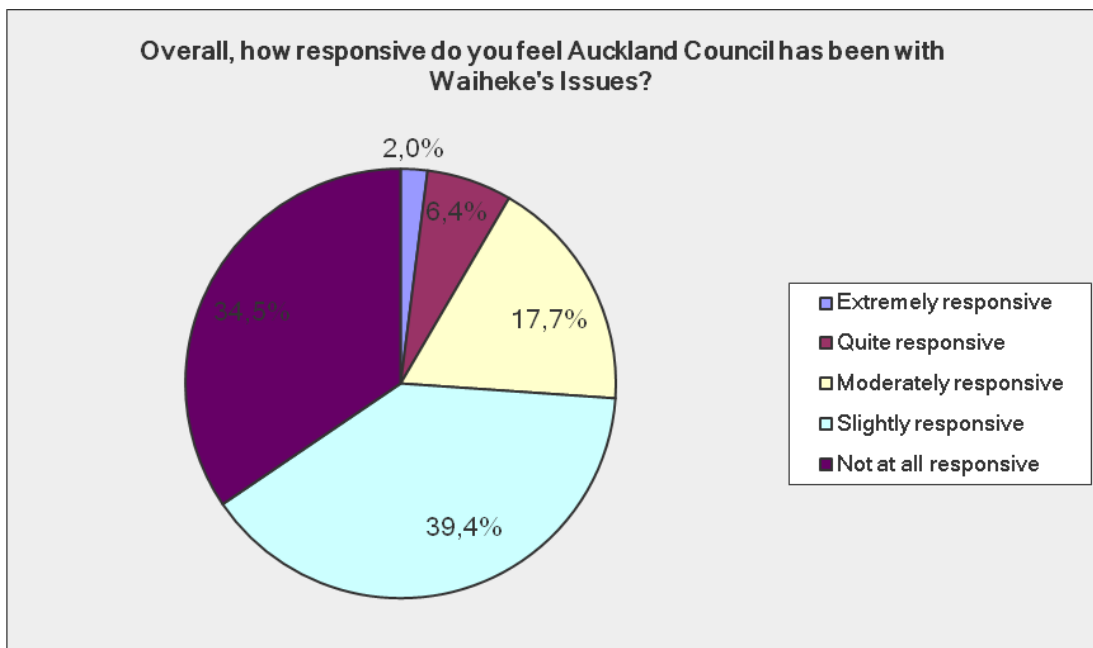
May I take this opportunity to thank you again for writing to the Mayor.

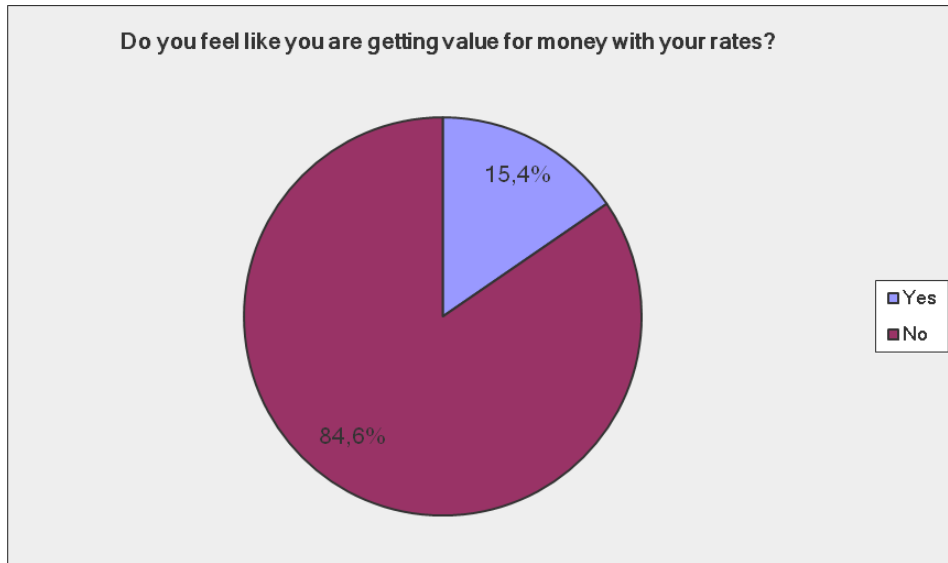
Kind Regards, Kate

Kate Massey | Correspondence Manager, Office of the Mayor of Auckland

Appendix B: Survey Monkey Results







Appendix C: Supporting letter - Ngāti Paoa

(as copied from Letter of support.pdf)



September 1, 2015

John Meeuwsen
Our Waiheke
54 Hekerua Rd
Oneroa 1081
Waiheke

Tena koe John

It was great to meet with you and Paul to garner a greater understanding and appreciation of the aspirations and objectives of "Our Waiheke".

In our inherent capacity and status as Mana Whenua on Waiheke Island we are cognisant of our relationship with Auckland Council and more importantly with the people of Waiheke Island. Therefore, as Mana Whenua we are mindful of our obligations to manaaki (host and support) those who reside on the Island and have its best interests at heart. We are also acutely aware of our role as Kaitiaki (Guardians) for Waiheke Island and its wider environment and ecosystem.

With the above in mind, and as the Kaitiaki for Waiheke Island we support in principle your endeavours as we would for any organization, entity or community group who cherishes, fosters and supports what is best for Waiheke Island as determined by Ngāti Paoa and the people of Waiheke.

Finally, we wish you well in your endeavours and look forward with a vested interest as Kaitiaki and Mana Whenua in the outcomes achieved for Waiheke Island.

Ngā mihi

A handwritten signature in brown ink, appearing to read 'Haydn Solomon', is written over a light blue horizontal line.

Haydn Solomon
Secreteriat – Ngāti Paoa Iwi Trust

Appendix D: Resident and Ratepayers Groups Letter

Our Waiheke

Co 6 Nelson Avenue
Surfdale
Waiheke Island
372 2134, 021 036 9145

Attention : Titirangi Residents and Ratepayers Association

Dear Mels,

An adjustment to the Local Government Act now permits populations the size of Waiheke (less than 10 000) to apply for re-organisation. Following this decision our organisation "Our Waiheke" was formed, and for the past year we have been preparing an application to de-amalgamate from Auckland Council. Our Waiheke believe that the island, under its own governance, will operate much more efficiently and service better the needs of the local businesses, residents, rate payers, and our many visitors.

Our Waiheke have canvassed the island population and have obtained community support for our proposal. However, the law requires us to show "Demonstrable Community Support" from the rest of the region outside our affected area of Waiheke Island. To do this the Commission recommend that as part of the process we approach ratepayer and community representative organisations (like yours) and obtain your view as to whether or not you support, in principle, the Waiheke Island proposal.

We ask therefore that you help us by so responding with a simple 'yes' or 'no'.

It would also be helpful if you could indicate approximately how many people your organisation represents.

More Information about our proposal is available on our website www.ourwaiheke.co.nz

I have also attached a newspaper that we, earlier in the year, delivered to all Waiheke residents. It gives a general overview of the whole process.

Thank you in anticipation.

Yours Sincerely

Carolyn Eichler
Our Waiheke

Appendix E: Residents and Ratepayers Support

GREATER AUCKLAND SUPPORT						
Resident and Ratepayer Group	Contact	Email Address	Emailed	Replied	Answ Membe	Other
Albany Residents & Ratepayers A Russell		ngairrelg@xtra.co.nz	19-Nov			
Anzac Street Residents Associatio Terry		terryclassictravel@paradisene	19-Nov	21-Nov	NA	Association no longer exists
Alexander Stream Residents Asso Phillip		phillipannette@xtra.co.nz	19-Nov			
Ascot Avenue Residents Group Kent		kentnic@xtra.co.nz	19-Nov			
Auckland CBD Residents Advisory Tim Coffey		toffey@slingshot.co.nz	1-Dec			
Birkdale Residents Association Ron King		ronking@orcon.net.nz	19-Nov			
Beach Haven Birkdale Residents / Keith Rogers		rogerscvd@xtra.co.nz	1-Dec			
Botany and Flat Bush R & R Norman Sutton		normansutton2012@gmail.com	1-Dec			
Bucklands and Eastern Beaches R Shirley Warren		shirleywarren@xtra.co.nz	1-Dec			
Burswood R & R Sandra Kelly		sandrak@xtra.co.nz	1-Dec			
Campbell's Bay Residents and Rat Max		campbellsbavrandr@gmail.com	19-Nov			
Castor Bay Ratepayers and Resid John Mckay		k.j.mckay@xtra.co.nz	19-Nov			
Coatesville Residents and Ratepa Toni Wickman		wickman.family@gmail.com	21-Nov			
Cockle Bay Residents and Ratepa Maureen Forrester		maureenf@slingshot.co.nz	19-Nov			
Eastern and Bucklands Beach R & Ross Warren		rwarren@xtra.co.nz	1-Dec			
Eden Epsom Residents Associatio Christopher Dempsey		christopherdempsey@orcon.net	1-Dec			
Fairview Lifestyle Residents Assoc James Jordan		jamesjordan@fairviewwilliage.c	21-Nov			
Glenfield Residents & Ratepayer David		david@kandu.co.nz	21-Nov			
Greenhithe R&R Brian Carran		bcarran@xtra.co.nz	19-Nov			Meeting with members on 11 Dec

Island Bay Residents Associatio	Stuart	concepts@ihug.co.nz	21-Nov			
Half Moon Bay R & R	Keith Ingram	keith@skipper.co.nz	19-Nov	20-Nov		Meeting with members on 11 Dec
Herald Island Residents and Rate	Noel Rugg	noel.rugg@xtra.co.nz	1-Dec			
Hobsonville and West Harbor	John Carrodus	j.carrodus@xtra.co.nz	1-Dec			
Howick Residents and Ratepayers	Gayleen Mackereth	howicktra@gmail.com	19-Nov	21-Nov	Yes	150 Very Supportive
Huntington Park Residents and R	Trevor Armstrong	tarmstrong2@hotmail.com	1-Dec			
Kaukapakapa Area Residents and R	Ralf Martin	admin@kaukapakapa.org.nz	1-Dec			
Karakara Residents and Ratepayers	Steve Bird	steve.bird@xtra.co.nz	19-Nov	20-Nov		Meeting with members on 14 Dec
Kawakawa Bay Community Assoc	George Johnstone	georgescc@xtra.co.nz	1-Dec			
Knightsbridge Retirement Village	Sandra	belinda.keith@bbcommunities.co.nz	21-Nov			
Kumeu-Huapai Residents and Rat	Pete Sinclair	petesinton@townplanner.co.nz	1-Dec			
Lang Cove Residents Association	Christine Birss	christinebirss@xtra.co.nz	1-Dec			
Massey & Birdwood Settlers Assc	Dr Ershad Ali	masseybirdwood@gmail.com	21-Nov			
Mahara John Court Residents Ass	David Meys	dimeys@gmail.com	21-Nov			
Mahurangi East Residents and R	Geoff JOHNSTON	gjohnston@xtra.co.nz	1-Dec			
Mangere Bridge Residents and Ra	Roger Baldwin	roger@acenz.com	1-Dec			
Maygrove Residents Association	Mrs. Elene Lamb	dlamb@ihug.co.nz	1-Dec			
Millford Residents & Ratepayers	Peter	mrassoc@xtra.co.nz	21-Nov			
Napier Avenue Residents	Bryan Dustin	bryan@dustin.co.n	19-Nov			
Millford Residents Association Incorporated		mrassoc@xtra.co.nz	1-Dec			
Mission Bay-Kohimarama Reside	Ron Hamilton	ron@missionbaykoho.co.nz	1-Dec			
Murrays Bay Residents Associati	Richard Beachmans	beachmans@xtra.co.nz	21-Nov	21-Nov		Forwarded to delegate
North Shore Takapuna Residents	Colim	ancol@actrix.co.nz	21-Nov			
Northcote Residents Association	Kevin	k.squared@xtra.co.nz	21-Nov			

Oakhaven Residents Committee	David	david.kim@asb.co.nz	21-Nov				
Okura Residents & Ratepayers As Cyril Hawes	Cyril Hawes	cyril_hawes@hotmail.com	21-Nov				
Oratia District Ratepayers' and R Gary Henderson	Gary Henderson	president@oratia.org.nz	1-Dec				
Parau Ratepayers and Residents Association Incorporated	Monique Olivier	para.u.ratepayers@hotmail.com	1-Dec				
Piha Ratepayers and Residents' A Monique Olivier	Monique Olivier	info@piha.org.nz	1-Dec				
Pohutukawa Coast Community As Brigid Glass	Brigid Glass	secretary@pcc.org.nz	1-Dec				
Red Beach Ratepayers' and Resid. Phillip Crow	Phillip Crow	p.crow@xtra.co.nz	1-Dec				
Riverhead Residents and Ratepay Kaye Woodgate	Kaye Woodgate	knlwoodgate@xtra.co.nz	1-Dec				
Rothesay Bay Ratepayers & Resid Heidi Wilson	Heidi Wilson	heidi.wilson@hotmail.com	21-Nov				
Silverdale Biz Incorporated	Pauline Southwick	pauline@zfree.co.nz	1-Dec				
Snells Beach Ratepayers and Resid. Lesley Leversha	Lesley Leversha	bobles@clear.net.nz	1-Dec				
South Kaipara Ratepayers' Associ. Dianne McLeod	Dianne McLeod	mcleodd@farmside.co.nz	1-Dec				
Sunnybrae Residents Association Chris Heald	Chris Heald	chheald@inspire.net.nz	21-Nov				
Takapuna Residents Association Gavin	Gavin	gavinfl@clear.net.nz	21-Nov				
Taupaki Residents and Ratepayer H. James	H. James	davian@xtra.co.nz	1-Dec				
Torbay Community Association Shirley	Shirley	alan.ebdale@extra.co.nz	21-Nov				
Titirangi Ratepayers and Resid. Greg Presland	Greg Presland	walaw@paradise.net.nz	1-Dec				
Whenuapai Ratepayers and Resid. Norman Dunkley	Norman Dunkley	ndunkley@vodafone.co.nz	1-Dec				
St Heliers Residents and Ratepay Keith	Keith	keith@stheliers.org.nz	1-Dec				

Appendix F: Local Board Chairs' Letter to Mayor

14/10/2014

Your Worship the Mayor

LOCAL BOARD CHAIRS FORUM RESPONSE TO THE DRAFT LONG TERM PLAN

We the elected chairs of 21 local boards offer this as our collective response to your proposed Long Term Plan budget.

Our work at the local level means that we understand the implications of the organisation's response to your proposal. We would like to be part of a conversation with the Governing Body to enable a shared understanding and consideration as to whether these implications are the intent of Auckland Council.

In 2009 the Royal Commission on Auckland examined the region's legacy governance arrangements. The Commission determined that citizens and businesses get poorer services than they hope for, at a higher cost than necessary. At the same time the Commission expressed concern that a move to a unitary governance model should not create an organisational monolith, unconnected to the people it serves.

Your Worship, in November 2010, you made the following statements in your inaugural address:

"... I presented a vision of an inclusive and united Auckland. An Auckland proud of its diversity and the rich, exciting, vibrant cultures of all its citizens, who work together to achieve their city's potential. A city of proud local communities, secure in their local identities and in their place as part of a metropolitan powerhouse."

In an apparent nod to local services, you said:

"... For our families and communities to flourish, we will provide them with the parks and pools to be active, the libraries to learn, and the theatres and galleries to foster the creative talents of our artists and performers."

To commence the new era in Auckland's governance, you challenged Auckland:

"... History is whispering in our ears. This is our opportunity to unite, to summon the energy to deliver on our aspirations. Let's make it happen. Auckland, it really is our time."

The energy and momentum coming into the new Auckland Council demonstrated willingness on the part of Aucklanders to put aside their concerns and aim for a new beginning. We as local board chairs, some of whom have served since establishment in November 2010, have worked tirelessly to put into practice your aspirational words. In effect, your vision for inclusion, equity, and unity, has been our calling.

However, as local board chairs we have witnessed cuts in funding for local priorities. Community-based innovation has been stifled through policy that has in the most part ignored Local Board feedback over that of officer's recommendations.

The Mayoral proposal and the organisational response to your Worship's proposal will result in significant reductions in local asset based services. We recommend a priority reset and request that the shared governance model be respected. This includes ensuring that decision making on the Long-term Plan 2015-2025 is informed by local board plan priorities, as envisaged by the Local Government (Auckland Council) Act 2009.

Across the 21 local boards in the local board plans there is common support for the areas listed below. Note that local boards have generally focused on necessary upgrades and refurbishments of existing facilities to make them fit for purpose rather than building new facilities.

1. Connected and affordable public transport
2. Refurbishment of existing community facilities
3. Progression of economic development plans and skills to jobs pathways
4. Upgrades of sports fields
5. Upgrades to town centres
6. Remediation of waterways
7. Support and funding for community groups, volunteers and community led programmes, including environmental programmes
8. Cycleways and walkways
9. Protection of built and cultural heritage for example through heritage surveys and trails
10. Weed management and pest control
11. Redevelopment of existing libraries

We are seeking a fairer balance of activities to ensure that local board plan priorities are appropriately represented in the LTP. Local boards would like to have visibility of the entire LTP proposed budgets to inform a reprioritisation discussion with the Governing Body.

We do not consider that the organisation's response is the only response, and would like to see more options put forward. In particular, Parks, Community and Lifestyle is subject to significant reductions in comparison to other activity areas. This is of key interest to local boards as through our extensive local board plan engagement we know that our communities value local facilities, parks and events for the liveability of their neighbourhood and to help build strong and inclusive communities. The organisational response to the Mayoral proposal is that no new asset based projects will occur from 2015- 2020 unless they are 100% funded by development contributions or are under contract. We would like to see options that consider balancing the cuts to Parks, Community and Lifestyle.

In addition through attending the various Budget Committee and LTP specific workshops we have particular concerns about:

- The pressure being placed on local boards programme budgets - as a result of the organisations response to the Mayoral proposal, local boards are being asked to use their programme budgets (for events, community development, local initiatives etc.) which represent 1% of Council's total budget, to fund local assets. If we take

this approach, within several years all programmes budgets will be eliminated as they will be funding the consequential operating costs for our capital assets.

- Transparency on the financial model that supports the Mayoral Proposal. An ability to view the budget that supports the proposal would be of enormous benefit to Local Boards as they set their own 10 year plan.
- Whether the proposal provides for adequate renewals – the organisational response allows for 80% of funding for like for like renewals. For local boards to make the most of existing assets an adequate renewals budget, fully funded through effective asset management plans, is essential. There is a risk that 'sweating' assets and only covering basic renewals will cause a backlog of required investment that Auckland will pay for in the long term. We hold significant concerns over the current allocation of the renewals budget. It is our view that local community assets are left wanting through a decision by Auckland Council Treasury to use a percentage of renewal monies to pay down debt.
- The future liveability of our existing urban areas - while it is important to support greenfield developments with appropriate infrastructure, the revival of degraded urban areas and community infrastructure for urban growth areas remains important for creating the world's most liveable city.
- Finding the right community-led community development approach. Local boards support a greater focus on local delivery of community development, but this needs careful planning and funding to build community capacity in appropriate timeframes.
- The ability for communities to engage with Auckland Council on a range of meaningful LTP options that go beyond the transport options.
- The reduction in the ability of council to leverage development contributions in future years as a result of the organisation's response to proposed funding envelopes

We also see the need for increased governance to governance working on financial policy development with a focus in particular on the UAGC and business differential. To conclude, as local board chairs we understand that need to balance investment and affordability. Our request to reconsider priorities is therefore about rebalancing. Our preference is to work in the shared governance model with both arms of governance working together. We acknowledge that the Governing Body bear the responsibility to set an affordable level of rates increase while local boards, in particular, bear the community response to reduced levels of service. Both arms of governance therefore have a strongly vested interest in the LTP and important contributions to make at a governance level. Working collectively has to be the imperative.

We look forward to your response. Yours sincerely

Local Board Chairs

Peter Haynes Albert-Eden

Susan Daly (Deputy Chair) Great Barrier

David Collings Howick

Angela Dalton Manurewa

Fa'anānā Efeso Collins Otara-Papatoetoe

Brenda Steele Rodney

Sandra Coney Waitākere Ranges *continued next page*

continued from previous page

Mike Cohen Devonport-Takapuna
Vanessa Neeson Henderson-Massey
Kay McIntyre Kaipātiki
Simon Randall Maungakiekie-Tāmaki
Bill McEntee Papakura
Brian Neeson Upper Harbour
Shale Chambers Waitemātā
Andy Baker Franklin
Greg Sayers (Deputy Chair) Hibiscus and Bays
Lydia Sosene Māngere-Ōtāhuhu
Desley Simpson Orākei
Julie Fairey Puketāpapa
Paul Walden Waiheke
Catherine Farmer Whau

Appendix G: Gulf News Article - P Walden

(as copied from 150917_Paul Walden and AT GulfNews.pdf)

16

NEWS

Gulf News, 17 September 2015

Auckland Transport's offbeat island plans

Auckland Transport plans to spend \$50,000 on new automatic doors at Matiatia ferry terminal, but has no plans to improve parking problems near the ferry.

Waikato Local Board chairperson Paul Walden says Auckland Transport has ignored local priorities while devising its plans for the island for the next three years.

The Auckland Council transport organisation plans to spend \$65,000 on bird proofing for the Matiatia ferry terminal roof, although water at the ferry building comes from a water bore.

Mr Walden says the superficial improvements planned by Auckland Transport completely fail to address the real problems at Matiatia.

"No-one has ever approached me asking for new automatic doors at the ferry terminal, but Auckland Transport's officers say it's important for the image of a modern transport network.

"In reality, our commuters want to be able to get on the ferry without getting wet," he says.



Waikato Local Board chairperson Paul Walden says Auckland Transport has come up with plans for the island that bear no reflection of local priorities.

The local board has asked for the gangways to be covered at Matiatia to keep passengers dry, but this request has not been acted on.

Instead, Auckland Transport has decided to spend \$200,000 at Kenepuni Point wharf in 2016 to 2017, either upgrading the office and passenger building, or extending the ramp.

How could one expect this monster to deliver sound community outcomes with ratepayers' money?

Auckland Transport has no plans to address parking problems at Matiatia in the next 10 years, but has included a parking management plan for Oneiroa town centre in its programme of work for the next year.

"An Oneiroa parking plan is not something the local board has sought, but the parking problem at Matiatia is getting to crisis point and Auckland Transport is not interested," says Mr Walden.

The local board has asked for Auckland Transport to take a "holistic approach" to transport issues on the island, so that

active transport, such as walking and cycling, is made easier and public transport is improved, thereby easing parking woes and traffic congestion at Matiatia.

However, Waikato has lost \$200,000 that has in the past been allocated to the local board for spending on footpaths.

Island ratepayers have forked out \$1.14m a new transport levy, but will not see any of this increased council revenue returned to the island, says Mr Walden.

Auckland Transport has no plans to address parking problems at Matiatia in the next 10 years.

- Paul Walden

"We don't even have footpaths leading up to our local schools.

"My suspicion is that, as was anticipated by the government, our rates money will be spent building roads and footpaths for new subdivisions - and I think that is highly inappropriate."

The local board will still receive \$200,000 for transport capital works and will have to use this money for footpaths as well as many other transport projects.

The board's pleas for the footpaths from Matiatia ferry terminal to Owftanake car park have also been ignored.

"Why would it be included when there's no expectation of Auckland Transport to consult with local boards and communities.

"How could one expect this monster to deliver sound community outcomes with ratepayers' money?" asks Mr Walden.

The failings of Auckland Transport demonstrate that the central government legislation that set up the SuperCity in 2010 is "not fit for purpose", he says.

"It's time for local boards and the council to recognise and call out that the SuperCity is broken, for the wellbeing of ratepayers, who are offering, as if by involuntary drip, a supply of money to a machine which is barm or hazing."

The local board asked to have input into the transport plans, but its requests were turned down by the council's governing body.

"There was a clear message from the government and the council that we don't want communities involved in setting transport priorities. "The only role for communities is to provide money by way of rates - and that is not democratic," says Mr Walden.

However, Auckland Transport media relations manager Mark Hannan says the local board was consulted at an early stage.

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Appendix H: Local Boards' response to ECA

Empowering communities

The "Community Development, Arts and Culture" division of Council proposed an initiative to local boards to reduce annual costs by \$1.6m while, hopefully, gaining cost reductions by leveraging outcomes through community volunteering and the like.

Local board rejoinders to this initiative from the administration included the following:-

Key Themes on 'Empowered Communities' from Chairs Forum 25 May 2015

Overall

Chairs noted that there are no additional resources released for local delivery in 2015/16 (due to transition costs and the banking of the \$1.6 m saving as proposed in the LTP). Limited resource is released in 2016/17.

Given that the proposal envisages strategic brokers rather than staff delivering community development initiatives, the budget situation puts delivery at risk. This is both a transitional issue (and) a longer term issue given that little resource is being released to empower the community to deliver (to replace direct delivery by staff). "Empowered Communities Approach (ECA)" – email from Angela Dalton, Chair, Manurewa Local Board 30 July 2015

"Notwithstanding the working party's significant efforts and meticulous representation of Local Board views, it staggers me that we have ended up with an ECA, essentially driven by the Governing Body cutting \$1.6 m from the CDAC budget – the majority of the savings from reducing staff.

Empowered Communities are born from the community - they are not born through high level policy change and budget cuts [Our Waiheke emphasis] – this is something we should all know by now.

At the May Local Board Chairs Forum there was a consensus that the Governing Body be asked to defer the \$1.6 m 'savings' so we could transition to an ECA that met the needs of each Board area – the very thought that a one size fits all model with strategic brokers speaks volumes as to how invested Auckland Council is in their understanding of true community empowerment. I challenge the comment... that a successful ECA requires a

skilled, specialist and flexible workforce – an ECA is actually the opposite of that. Our biggest ask was for a culture change within all council departments and CCO's”

Appendix I: Harnessing the energy of our community

Harnessing the energy of our community

There is more than just a suggestion from literature in areas such as social capital, residential mobility, and localisation that community identity can be a very powerful force for gaining commitment in ways which cannot be achieved through purely instrumental means. This is a potentially important resource for making progress in areas such as economic and social development but is not yet well covered in the local government literature, in part it seems because of the preoccupation with efficiency.

A later study by the same authors relates to the discussion on “community of interest” and supports considerations we believe the Local Government Commission should take into account (McKinlay Douglas 2009). (Emphasis is Our Waiheke’s).

“... ‘community’ refers to the social and economic infrastructure and relationships among people who live in the same geographic area, and able to be identified with the remit of the local authority to plan, make policy and deliver services impacting on that defined area.

This definition encompasses the shared consumption of services and facilities provided in, identified with, or accessible by a geographically defined locality (or neighbourhood), and the planning and resource allocation that impacts within that locality. It also encompasses the process of shared ‘visioning’ - determining the future direction for the community itself.

While still ‘work in progress’, and indeed still vigorously debated, the various theories and practices of community engagement tend to reflect the following characteristics:

All start with the proposition that those people who are most directly affected by a policy should be included in the making of the policy. If they are not, there is a risk that the issue being addressed is not tackled as effectively or sustainably as it could be, and the policy falls short of its intended outcomes.

*Theories and practices of community engagement are based on a belief in the competence and capacity of communities – that **people within communities are the best experts in terms of knowing the needs, priorities and dynamics of their***

localities; and an associated belief in the contribution their knowledge and expertise can make to informing decision-making to produce better outcomes in respect of solving problems and improving services.

Appendix J : Estimated Budget for a Waiheke Council

Full background statement: Eric Millar:

From 1979 to 2000 I was CEO of three sizable private and public sector organisations. The last of these was 9 years as CEO of the Hastings District Council.

I have been looking at the feasibility of establishing a new council for Waiheke. Auckland Council has huge challenges that are not that relevant to Waiheke and I felt that an independent Waiheke Council, if financially viable, would be a better proposition for future governance and cost containment for the Waiheke community.

I came to the conclusion that putting a well-researched proposal to the LGC makes good sense. I would not have become involved if I could not satisfy myself that a small council could pay its way. I therefore spent some time analysing the annual reports of some of the smaller councils in NZ and have visited two councils for discussions with their CEOs and senior staff. This research has enabled me to put together an organization structure for a Waiheke council and an estimated budget showing what the financial picture could feasibly be.

Although Waiheke has about 8500 residents, the rating base is larger when some 1800 holiday homes are added to the homes of residents. There are 6593 rateable properties in the Waiheke local board area covering residential, business and rural rateable units. **The income from these seems to me to be quite adequate for an independent council. I also believe future rate increases should be well below those foreshadowed in Auckland Council's Long Term Plan.**

De-population and declining economic opportunities are today impacting on a number of provincial councils around the country. Waiheke has no such problems. In fact one of the challenges facing the island will be about how to manage inevitable growth.

Some people may voice concern that an elected Waiheke council could be a bunch of "left-wing greenies" who would make a complete mess of things. Others may say that a council could be dominated by wealthy people who are out to further their own interests.

With a democracy, one cannot guarantee that a perfect set of people will be elected as mayor or councillors. However most councils around the country have a fairly sensible balance of elected people who are dedicated to getting the best results and governance for the community. Waiheke is likely to be the same. Also a council has a chief executive and senior managers who must adhere to relevant legislation including the Local Government Act.

The disciplines on councils today are also very substantial, including requirements for consultation with the public on a wide range of issues, annual plans and reports and 10 year financial forecasts, The audit and reporting requirements are very demanding and, with a community the size of Waiheke,

I believe transparency and public involvement should ensure that governance is pretty good. The great difference between a local board and a council is of course the decision making power a council has. With a small council, decisions can be made simply, quickly and economically. In contrast with Auckland Council and its CCOs, a great amount of time is involved simply dealing with the large bureaucracy.

A Waiheke council should be able to attract and retain suitably qualified staff at the remuneration levels I have calculated. I hope those who read these papers find them of help in forming opinions on what the future for Waiheke should be.

Notes to Budget Estimates on p. 38

1. Budget is based on current likely revenue and estimated expenditure on existing service levels etc. If the LGC approve, a new council is unlikely to come into existence until the 2017/18 year.
2. Revenue figures (excluding roading subsidy) are those published by the Gulf News on 19 February 2015, obtained from the Auckland Council under the Official Information Act. I have no way of checking the accuracy of these figures.
3. I have made minor adjustments to some figures that still show 2007 data and have used the proposed rate income from the 2015/16 year as provided by Auckland council.
4. Roading costs are split between maintenance and capital. I have assumed the capital costs (largely road rehabilitation) are financed by the annual depreciation charge. As I have now been able to access the costs incurred by Auckland Transport for Waiheke, I have included \$3 million for operating costs and \$3.5 million for capital costs. These costs are substantially higher than any of the 8 provincial councils I have contacted, but the extra costs of transporting equipment and materials to Waiheke and the apparent lack of competition between contractors for the island work seem to require this. A subsidy of 52% from NZTA on 90% of all roading costs is assumed. NZTA will decide on the subsidy level if a new Waiheke council is approved.
5. The roading contracts are assumed to be “Outcome Based Contracts” which are increasingly used by councils today. This requires the contractor to do any design work (the leading contractors have organized to do this), and the council staff draw up performance based contracts specifying the outcomes and key standards to be achieved. The staffing chart provided above recognizes this.
6. Parks and reserves maintenance and renewal costs have been calculated after discussion with a key local staff member.
7. Depreciation has been calculated for buildings including the library, transfer station, halls, playgrounds, sports facilities, office equipment etc., and road renewals.
8. IT costs assume the purchase of the “MagiQ” (or similar) system used by a number of councils. It is simple, does all that is required for a small council, has good support and only needs two in-house staff to function.
9. It is assumed that the library will have a support contract with Auckland council’s library system for book interchange etc. A contract would require negotiation, so for this exercise I have put in a figure of \$500,000 annually.
10. The staffing structure set out in another document shows the number of employees and positions I see as necessary for a Waiheke council. This has been developed after visits to two other provincial councils and discussions with the CEOs and senior management. The remuneration for the various positions should be competitive with the Auckland market. The senior managers would all be on total remuneration contracts, so motor vehicles are not included in the estimate for council vehicles.
11. Salaries have been applied to each staff position on the chart, but not shown in the published one for reasons of confidentiality. I can show the chart with salary costs included if necessary for a confidential inspection.
12. I have assumed that a Waiheke council would be a member of Local Authority Shared Services Limited (LASS) to benefit from bulk purchasing of things such as insurance.
13. I have assumed that any debt funding would be through NZ Local Government Funding Agency Limited at rates fully competitive with other councils.

14. If the LGC approves a Waiheke proposal, it would decide what debt is transferred from Auckland council. I have been advised that a reasonable figure for transferred debt could be \$15,000,000. Therefore if set-up costs of about \$5,000,000 are debt funded the total debt would be \$20 million which at 5.5% would cost \$1,100,000 annually assuming the issue of bonds which would be refinanced on maturity. Alternatively, any annual surplus could be used to repay debt rather than reduce rates.
15. If there are other capital items of which I am unaware, or if the LGC determined that the debt was, say, double the \$15,000,000 assumed here, then the debt servicing cost could rise to around \$2 million p.a.
16. The wharf taxes are to fund the maintenance and improvements to wharf facilities in the gulf, including Matiatia. I have no knowledge of how this tax is spent so I have shown the same amount as revenue and expenditure.
17. I have included a contingency of \$1,000,000 in the budget to cover any items I might have missed or if any calculations are found to have errors.
18. The staffing costs in the budget are as per the organisation chart, but I have rounded up many other figures to the nearest \$1,000 or more, again to be conservative.
19. A number of significant issues facing Waiheke have not been addressed in this budget. Examples are the need for a solution to parking availability at Matiatia and Kennedy Point ferry terminals, subsidies for ferries and bus services and the possible need for roading upgrades in addition to the budgeted annual expenditure. Apart from this, I am comfortable with the figures, based on the information I have been able to obtain, however as I have not been able to sight an up-to-date financial statement of Waiheke finances, I must emphasize that there could be costs or revenues of which I am unaware. I would welcome any expert comments, corrections, or review.

Eric Millar 17/11/2015

Appendix K : Subsidiarity and Local Boards

Let's look at the way in which the “subsidiarity” principle contributed to the final wording of the LGACA.

17. Principles for allocation of decision-making responsibilities of Auckland Council

(1) Decision-making responsibility for any non-regulatory activity of the Auckland Council must be allocated by the governing body—

(a) to either the governing body or the local boards; and

(b) in accordance with the principles set out in subsection (2); and

(c) after considering the views and preferences expressed by each local board.

(2) The principles are —

(a) decision-making responsibility for a non-regulatory activity of the AC should be exercised by its local boards unless paragraph (b) applies

(b) decision-making responsibility for a non-regulatory activity of the Auckland Council should be exercised by its governing body if the nature of the activity is such that decision making on an Auckland-wide basis will better promote the well-being of the communities across Auckland because—

(i) the impact of the decision will extend beyond a single local board area; or

(ii) effective decision making will require alignment or integration with other decisions that are the responsibility of the governing body; or

(iii) the benefits of a consistent or co-ordinated approach across Auckland will outweigh the benefits of reflecting the diverse needs and preferences of the communities within each local board area.

The transition management process effectively centralised every aspect of the administrative machinery of the former councils into one body of staff for the new council before local boards could possibly have provided considered “views and preferences” in accordance with 17 (1) (c).

No meaningful opportunity was provided to either the governing body or the local boards to influence control over resources at other than the centre. The policy for the “Allocation of Decision Making” as between the governing body and local boards that was developed by the Transition Management team to implement 17 (1) (a) took no account of the allocation of resources that would give effect to the allocation of decisions outlined. It was just assumed that resources would be allocated from the centralised administration.

The financial effect of those decisions was that local boards were given nominal control over only about 11% of total council spending and effective control over only 3-4% of the total. There was no effort made to make any managers directly accountable for oversight or coordination of council / CCO activities at the local level. This means local boards have little leverage or influence over the varied functional staff needed to give effect to the nominal decisions they make under the “Allocation of Decision Making” policy.

When the “Allocation of Decision Making” policy was revisited in 2014 the administration (NOT the governing body) effectively truncated any meaningful assessment of the cost effectiveness of the allocation of decision making by advising elected members that “operational issues were out of scope”. The Waiheke local board was incensed at this because as an area isolated from others and with typically small scale projects, we have seen a lot of waste and loss of effectiveness as a result.

All this came to a head in the context of the development of the Long Term Plan when local board chairs wrote to the mayor last November to express their dismay. Part of their very well expressed letter read:

“as local board chairs we have witnessed cuts in funding for local priorities. Community-based innovation has been stifled through policy that has in the most part ignored Local Board feedback over that of officer’s recommendations.

The Mayoral proposal and the organisational response to your Worship’s proposal will result in significant reductions in local asset based services. We recommend a priority reset and request that the shared governance model be respected. This includes ensuring that decision making on the Long-term Plan 2015-2025 is informed by local board plan priorities, as envisaged by the Local Government (Auckland Council) Act 2009.” (See Appendix F for the full text of the letter from local board chairs, November 2014).

Appendix L : Our Waiheke newspaper

Kia tu mana motuhake i a Te Motu-arai-roa. Support self-determination for Waiheke

Our Waiheke

Free Newspaper
May 2015

Have you visited the Our Waiheke online shop yet?
Why not become a fashionista and support the cause?
www.ourwaiheke.com



Sign the petition. Page 3

Our Waiheke: What is this all about?

Since 2012, Waiheke Island has been able to have its own council.

Communities with less than 10,000 residents can now apply to change their local governance structure. That means Waiheke can now be considered for a self-governing, independent council.

The first step...

We submit a proposal to the Local Government Commission (LGC) demonstrating community support for a change and its feasibility.

To be eligible for an assessment by the LGC we must demonstrate that local governance for Waiheke Island is widely supported by the community, that it is viable and that it is likely to be more cost-effective.

We have created the Our Waiheke working group to research the practicality and the financial capability of the island if it formed an independent Council.

This 'newspaper' is an outline of the process and the implications of Waiheke forming its own Council.

Who will run the Waiheke Council?

Decisions about who will run an independent Waiheke Council are not made by the Our Waiheke team.

It will be up to the residents and ratepayers to elect a Mayor and Councillors of their choice - and of course, anybody can stand.

The Local Government Commission will determine whether candidates stand in individual wards or the island as a whole is treated as a single entity. The optimal number of Councillors will be also be decided by LGC at a time of its choosing.

The new Mayor and Councillors will then select a CEO after the transition team has done the preparatory work that is needed to ensure a smooth handover of assets and functions.

The new CEO will then confirm or change the staffing declared necessary by the transition team. She will then make selections accordingly.

The transition team is also likely to do most of the negotiations with Auckland Council about fees, and will also make arrangements for services (such as the library) that the new Council wants to retain.

Why even think about a Waiheke Council?

The 'SuperCity' concept that produced Auckland Council, was based on being able to add value to services and provide facilities to all districts at a lower cost, or higher standard, than if they were to have their own councils.

Instead, we see Auckland Council and the seven 'Council Controlled Organisations' (CCOs) having difficulty providing effective governance to the island. The decision makers are trying to impose regional policies and procedures on our isolated and unique environment.

The Waiheke Local Board is just one of twenty-one under a 'governing body' made up of the Mayor and 20 Ward Councillors. The body was created to tackle region-wide projects and issues. It was not intended to deal with the small day-to-day decisions relevant to the island.

Waiheke's aspirations are a far cry from those of Auckland, with its need for growth and development of the infrastructure required. The scale of our local projects is proven to be too small for effective management by the numerous council organisations -

despite them employing 11,000 staff. The concerns of our 8,500 residents, 0.6% of Auckland's total population, have a low priority relative to the mainland's big issues.

The greatest frustration I have as a Local Board member is the difficulty in achieving a strategic, longer term approach to issues and projects in our islands.

John Meeuwse

Financial viability: Lessons from Councils with similar populations

We have studied the 2013/14 annual reports of five Councils with similar populations to us. Their revenues, services and the costs they face, convinces us that our island would be financially capable of self-governance.

	Otorohanga	Stratford	Carterton	Waimate	Gore	Waiheke
FACILITIES						
Population	9138	8991	8235	7536	12033	8340
Bridges	3	152	51	185	114	4
Playgrounds	7	4	3	7	26	6
Halls	2	3	3	9	10	3
Pools	2	1	3	1	2	0
km roads	834	600	441	1338	895	200
REVENUE (\$million)						
Rates	8.08	7.45	6.62	5.39	11.74	16.50 ^A
NZTA	2.54	2.74	1.49	2.76	1.41	3.50 ^B
Other	4.64	5.19	4.72	3.95	4.66	6.00 ^A
Water	0.68	0.36	0.93	1.74	1.28	0
Total	15.94	15.74	13.76	13.84	19.09	26.00
Rates per person (\$)	884	829	804	715	976	1978
EXPENDITURE (\$million)						
Employees	3.09	2.82	2.96	3.24	5.28	4.20 ^C
Depreciation	3.88	3.88	3.14	4.07	4.82	3.00 ^D
Finance	0.79	0.30	0.50	0.36	0.60	1.50 ^E
Other	6.22	6.92	4.16	4.18	7.56	16.04 ^F
Water	0.52	1.36	1.68	2.57	1.15	0
Total	14.5	15.28	12.43	13.82	19.47	24.74

Notes

- A See Gulf News 19 February pp 1 & 3.
- B The NZ Transport Agency will fund at least 51% of agreed expenditure provided we become a Unitary Council. Current Auckland Transport spend is claimed to be approximately \$7 million p.a.
- C Gore (population 12,280) employs 89 full time staff for \$5.28 million at an average of \$59.3k. We believe at most 55-60 staff are likely to be needed by Waiheke Council - Otorohanga employs 36 staff, Stratford 44. Our conservative estimate reflects a higher average pay of \$70k.
- D Depreciation should be lower than other Districts as we have significantly less infrastructure and more modest facilities to provide for.
- E See fair share of debt discussion on Page 3. The estimate is conservative.
- F Estimated Auckland Council and Auckland Transport year spend. Includes \$7m for transport, \$3m for waste management, \$3.04 m for parks and reserves and \$1.7 m for wharf operations. These figures are considerably higher than those for the comparison Districts.

We should be able to cut Council costs significantly.

We have substantially less roading, no water reclamation, significant sewerage or stormwater management to maintain, no swimming pool and our community facilities (library aside) are modest.

Provision for depreciation (a big item for most Councils) should therefore also be modest.

We currently have high expenditure on our parks and reserves. Only Gore comes close to our expenditure at \$2.4 million. Waste management costs are also highest in Gore at \$1.6 million. It costs more to take our rubbish across water but our community is keen to regain control to effect savings on waste.

Current transport expenditure for Waiheke is high. At \$6.5 million for roading-related works, our mere 200 km of roads are costing \$32,500 per km per annum. Compare this figure with Waimate District Council who spent just \$2,532 per km. What's more, we do not see ourselves needing any new roads!

Unitary Council or District Council - what's best for us?

Councils around New Zealand with similar populations to Waiheke, usually have a Mayor and six or seven Councillors. Some have wards – for example urban and rural wards – whereas others have a single electoral area.

A Unitary Council combines the functions of regional and district councils, and would give a Waiheke Council full authority over its area of jurisdiction.

The alternative is District Council status. This structure would mean continuing involvement for regional matters under Auckland Council and its CCOs. Notably, Auckland Transport could remain responsible for our transport and loading system.

The map shows the boundaries we expect to propose to the Local Government Commission if Waihekeans choose to take this road. We believe the islands to our east should be under Waiheke's jurisdiction to maximize our influence over the health of surrounding Gulf waters through full membership of the Hauraki Gulf Forum.

Rakino ratepayers could be offered the choice to join Waiheke or not.

What would a new Council look like?

We consider a 'Unitary Council' with a single electorate would be the most effective form of local government.



Can we do it? ... Yes we can!

Our community's capability and track record.

We can easily demonstrate to the LGC that Waiheke has a highly skilled and community-minded population. Waihekeans are well-known for sharing expertise and they offer unusually high levels of voluntary effort in pursuit of better local governance and community projects.

Waiheke has a history of intensive political engagement, always voting at much higher rates than the rest of the country in local body elections, and we account for far more submissions to Council initiatives and plans than any other comparable area.

Maintaining valued services.

One example of added value is the library. It gives us access to a large collection and provides excellent service. It is clear from the Local Government act that we would NOT lose that facility if we were to separate from Auckland City.

Collaboration between neighbouring Councils, on a fee-for-service basis when appropriate, is common practice around New Zealand for a variety of Council services.

If we were successful in establishing a separate Council for Waiheke, we would negotiate to remain within the Auckland library system.

The Auckland Council's accounts say the cost of library services to Waiheke is \$1.25 million this year. That figure includes all of the relevant overheads. \$1.25 million will easily accommodate a 'fee-for-service' agreement for Waiheke, and we should have change left over for

local overheads. In the unlikely event of an unreasonable fee demand from Auckland Council, we would expect assistance from the LGC in negotiations. This is required under the legislation.

There are no other obvious Auckland Council / CCO services that Waiheke could not effectively arrange for itself. The management of Whakanewha Regional Park may come closest, but there is adequate revenue to ensure we could purchase specialist services for the park if needed. In any case, there is no reason to assume we could not keep Whakanewha in the Regional Park system if we decided that was preferable.

Availability of skilled staff.

The Councils we have made comparisons with employ from 30 to 89 staff for a wider range of functions than apply on Waiheke.

Quite a few of our commuters work for Council, often in highly specialist, senior positions. Local Board experience confirms that there are many people with high levels of expertise and qualifications in most of the skill sets we will need and we are well placed to recruit staff or consultants for highly specialised tasks from NZ's largest labour market.

Council jobs and local revenue will stay on the island.

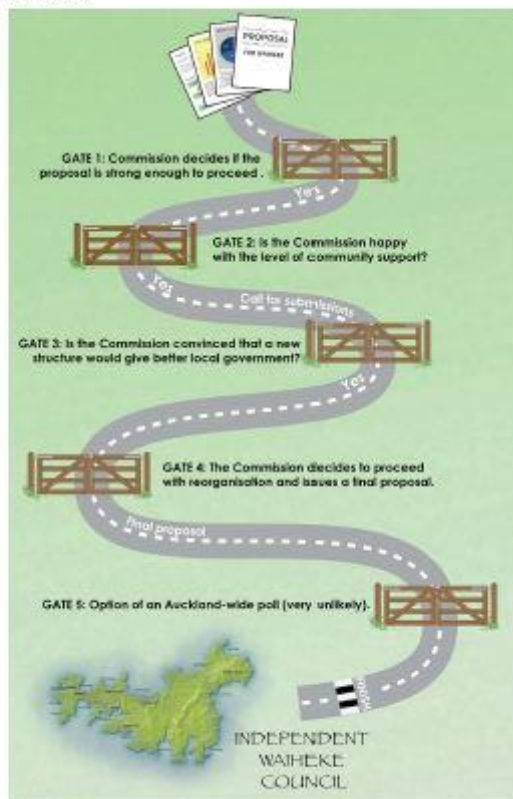
On balance, we can demonstrate to the Local Government Commission that Waiheke is able to work comfortably within its current revenue.

Furthermore, we will have the greater transparency and much simpler financial reporting needed to ensure locals can have effective input to Council decision-making.

How do we establish an Independent Council?

If the Waiheke community supports the idea of obtaining its own council for the island, we will lodge a proposal with the LGC.

And then...



Your views... Blake Powell, Retail Assistant



As a working teenager on the island, I'm worried about the city looking after the local youth and young people searching for jobs and accommodation. They are just too large, bureaucratic and... overseas. They don't seem to have a clue about what's going on here.



Have you joined the 'Our Waiheke' FaceBook group yet?
Pay us a visit - everyone is welcome

If the Local Government Commission recommends a reorganisation after these steps, their recommendation will be implemented unless at least 10% of eligible voters in greater Auckland sign a petition seeking a poll. This has to be done within sixty days of the proposal being issued.

Obtaining an Auckland-wide petition with 150,000 signatures in sixty days from people seeking a poll is very

unlikely to be achieved, and so we do not consider it a threat to the success of proposal going through.

If, however, it is achieved, then a binding yes/no poll on the proposal must be held.

The LGC could decide to retain the status quo, propose a completely new structure, or recommend something in-between.

And don't forget to check out the Our Waiheke Website...
www.ourwaiheke.co.nz

The reality of being an island



Waiheke is physically separate in every way from the services Auckland Council provides.

Only private services (ferries, power and telecoms) connect us with the mainland. There are no transport subsidies available to us beyond those paid to after-hours bus services owned by one ferry company. And lastly, a small proportion of our commuters get the benefit of some bus subsidies if they work outside the CBD.

We have no Council water supply or treatment facilities (apart from the small Owhanake plant for Onetangi) and our storm-water infrastructure is

mostly restricted to road corridors. There is little other significant infrastructure such as bridges, dams, landfills or museums etc. Four of our community halls are owned and maintained by community groups, and beyond the library, sports facilities and the recent upgrade of our Service Centre, there has been little added since the days of the Waiheke County Council.

Nothing Auckland Council does on Waiheke affects the mainland, except for the recreational benefits Aucklanders gain from using the facilities on our island.

All of this matters because it means a dedicated Council for Waiheke

would not be burdened with servicing debt or needing to provide for excessive depreciation on the huge infrastructure needed in the fast growing city.

Operational planning and implementation would be relatively simple – the entire staff (and if need be, seven or eight Councillors) could meet in one room to discuss plans and problems.

Most importantly of all, developing three and ten year plans for Waiheke would be much more straightforward and far more transparent to the community of this island, than it can be when our finances are subsumed in regional accounts.

For evidence of this, take a look at planning documents for Councils with a similar population. They are clear, understandable and open for public view.

Finally, operational accountability, effectiveness and exposure of any shortcomings would be much more subject to scrutiny.

Waiheke locals have shown themselves to be very determined to be involved in local affairs! We want better access to information about how our money is spent and how efficiently we are spending it.

Questions and answers

There are more Q&As on the Our Waiheke website. And if you can't find your answer there, let us know on the contact page.

Who is paying for this campaign? Surely not the ratepayers?

No. All expenditure comes from supporters.

What is the role of the Waiheke Local Board in this?

The Local Board does not have a role in the exploration process. Board Member John Meeuwien is involved in a private capacity.

Will my rates be affected?

A Waiheke Council will be able to deliver current services and provide facilities at lower costs than at present. Rates reductions may be possible and we will argue accordingly to the LGC. What we can say is that Auckland Council is deciding on a ten year budget that involves a 9.2% immediate rates increase for residential properties with increases of about 0.5% every year for the following nine years.

Do we get more or less money from Auckland than we pay in our rates?

Auckland City and now Auckland Council finance staff maintain that Waiheke receives more than the revenue collected from Waiheke but proof of this has not been forthcoming. See page 2 for details on revenue and expenditure. What is clear is that a substantial part of the A.C contribution to Waiheke, in reality covers the excessively large overheads charged by the Supercity. Deconvoluting the figures for what we actually receive in services, is all but impossible given the reporting procedures and lack of transparency.

Won't we be duplicating resources that we are already getting?

If we become a Unitary Council with responsibility for regional functions, we would need to collaborate with Councils who are party to the Hauraki Gulf Forum over Gulf issues. Otherwise we will manage our own local affairs.

Who will do all the planning and the paperwork? Won't we need a lot of staff and how much will that cost?

District Councils with similar populations to Waiheke typically carry out all Council planning and service provision functions, including contracting out when relevant, with 30 – 40 staff led by a CEO paid around \$210 k in a salary package. The local Board currently really needs the 6 staff dedicated to its support to manage multiple interactions with the massive bureaucracy of Council and the COCs – and the numerous mainland-centric issues that it has to deal with. The level of support needed should be very significantly less in a simpler smaller structure. The total cost of governance (over \$1 million now) should reduce markedly.

Not more politicians! How much will they be paid?

There would be fewer politicians because we would shed the 20 Councillors on Auckland's governing body. The LGC would determine the number of elected positions – probably six to eight. They also decide how the Mayor and Councillors are elected.

Mayors of similar Councils typically receive \$6-65 k p.a. (A little more than the Waiheke local board chair) and the Councillors typically receive \$14 – 20 k p.a. (local board members receive \$24,000 p.a.).

What happens with our roads? Surely separation from Auckland Transport will be disastrous?

Why? Let's put aside the quality of work currently being done and the seemingly haphazard way it is being carried out. Waiheke has a land area of 92 sq km and about 200 km of roads. Councils with similar populations generally have over 1000 sq km and 4 times the number of road km. Roading work is mostly done by contractors.

NZA is an active partner and funds at least half of an agreed work programme. Expert advice is readily available. It would be wonderful to be in charge of developing a sensible, affordable long term plan with our own priorities for roads.

What effect will this have on our position in the Hauraki Gulf Forum?

Having NI Council status should strengthen our position and we would expect to gain an extra position on the Forum.

What about other council buildings like MORRA Hall? Will we have to buy them back from Auckland?

MORRA Hall, Orford ORRA, Onehanga and Omaha Halls belong to their local community organisations. Council owned properties of all kinds, except perhaps the Whakarewa Regional Park, would be handed over to the new Waiheke Council just as they were transferred the other way when Auckland City Council was established in 1989. It will be necessary to determine the value of buildings and property that may have contributed to Auckland Council's current debt. Negotiation of a fair share will be mediated by the LGC and the transition authority it puts in place.

Will this affect the wharf tax and our ferry fares?

There is no reason to suppose the wharf tax would need to change but we would expect full transparency on what is collected so we can manage the proceeds appropriately.

The "Our Waiheke" team



From left to right: David Saul, Charlie Grimsdale, Carolyn Elchert, Andy Spence, Janet Salas, Eric Miller, John Meeuwien.

The Our Waiheke team hold a wide range of political views. We are non-partisan but all of us are dedicated to exploring the advantages, risks, feasibility and opportunities in establishing an independent Waiheke Council.

We come with a range of skills and experiences - from communications, IT, law and finance, to science, the environment and education.

Leading the team is John Meeuwien who, as a member of the Waiheke Local Board, has constant exposure to the way Auckland Council is functioning for Waiheke. His ability to judge the Council's effectiveness comes from 30 years experience in senior management and governance in large public and private organisations.

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