



FFLG RECOMMENDATIONS MATRIX

What's the purpose of this matrix?

The matrix looks in detail at the likely levels of support and other relevant factors for each recommendation. It gives each recommendation a priority rating based on those factors. That priority rating is an indication of how important it is for local government to reach consensus on that recommendation.

What categories are being used and what will this inform?

Category	What it might impact or inform
Level of support from local government	Amount of effort and approach required to build consensus across councils
Level of support from central government	Amount of effort and approach required to get agreement with central government
Could be progressed alone by local government	Implementation approach and wider localism work
Core to the proposed new system	Amount of effort and focus applied to reaching a consensus and getting agreement with central government
Viable alternatives	Approach to consensus and negotiation

What is the scale and how were these ratings determined?

Each category is given a rating from 1 (low) to 5 (high). More detailed scales with explanations for each category are in an appendix to this document. The specific ratings have been determined in conjunction with the FFLG Advisory Group. In some cases the rating could be based on the outcome being sought (e.g. increased funding for councils) rather than the specific recommendation (e.g. a transfer equivalent to the GST collected on rates).

What do the two 'summary' columns mean?

There are two summary columns in the matrix. What these mean and their potential use is set out below. The specific approach to determine these ratings are set out in the appendix to this document.



Priority for consensus phase	<p>This phase prioritises those recommendations which form the core elements of the reform or priorities for central government where there is not an existing consensus amongst local government. This is because these are the areas where local government will need a consensus position for any future engagement with central government and where developing this will take the most time and focus.</p> <p>This will inform the design of our consensus building engagements.</p>
Post consensus phase next steps	<p>Implementation of most of our consensus positions will require agreement with Central Government. For these we could take a range of approaches depending on the support of central and local government and the importance to the new system.</p> <p>These will inform the type of consensus we aim for on each recommendation and next steps.</p> <p>Central government elections see the approach for some of these determined post election.</p>

Theme	FFLG report recommendation	Level of support from local government	Level of support from central government	Could be progressed by local	Core to the proposed new system	Viable alternatives already exist	Priority for consensus phase	Post consensus phase next steps
Embedding local government's wellbeing purpose	#1 Entrench the purpose of local government, as set out in the Local Government Act 2002, to embed intergenerational wellbeing and local democracy at the heart of local government.	5	1	1	5	1	Low	Engage most
Embedding local government's wellbeing purpose	#2 Introduce statutory provisions to reinforce and give effect to the purpose of local government in the Local Government Act 2002, by: <ul style="list-style-type: none"> central and local government committing to align wellbeing priorities and agree place-based investment plans. 	5	?	2	4	5	Low	Determine approach post election
Embedding local government's wellbeing purpose	#2 Introduce statutory provisions to reinforce and give effect to the purpose of local government in the Local Government Act 2002, by: <ul style="list-style-type: none"> councils setting wellbeing goals and priorities each term, in conjunction with community and hapū/iwi and Māori 	5	?	3	4	5	Low	Determine approach post election
Embedding local government's wellbeing purpose	Overall	4	2	2	5	3		
Growing Authentic Te Tiriti-based partnerships	#3 Introduce new provisions in the Local Government Act 2002 that explicitly recognise local government as a partner to Te Tiriti o Waitangi and te ao Māori values to strengthen authentic relationships in the local exercise of kāwanatanga and rangatiratanga.	3	?	2	5	2	High	Determine approach post election
Growing Authentic Te Tiriti-based partnerships	#4 Introduce a statutory requirement for councils to develop partnership frameworks with hapū/iwi and Māori to give effect to new Te Tiriti provisions in the Local Government Act 2002 that create new governance arrangements and complement existing ones.	3	?	3	5	3	High	Determine approach post election
Growing Authentic Te Tiriti-based partnerships	#5 Central government leads a comprehensive review of requirements for engaging with Māori across legislation that impacts local government, considering opportunities to streamline or align those requirements.	3	?	3	4	3	High	Determine approach post election
Growing Authentic Te Tiriti-based partnerships	#6 Amend the Local Government Act 2002 to require councils (elected members and chief executives) to prioritise and invest in developing and strengthening their capability and capacity in the areas of Te Tiriti o Waitangi, te ao Māori values, mātauranga Māori, tikanga, and the whakapapa of local government in order to make local government a better Te Tiriti partner.	3	?	4	4	4	High	Determine approach post election
Growing Authentic Te Tiriti-based partnerships	Overall	3	?	3	5	3		
System renewal	#7 Initiate a reorganisation of local government to strengthen, support, and resource councils to plan for and respond to increasing challenges and opportunities, and to set local government up for a more complex future.	2	4	3	5	3	High	Engage most
System renewal	#8 Establish a dedicated Crown department to facilitate a more effective working relationship between local and central government that focuses on: <ul style="list-style-type: none"> a relational-based operating model to align priorities, roles, and funding brokering place-based approaches and agreements to address complex challenges and opportunities research, development, and innovation capability that equips local government to maximise intergenerational wellbeing for its communities. 	3	2	1	4	5	High	Engage most
System renewal	#9 Establish a new local government stewardship institution to strengthen the health and fitness of the system. This entity should: <ul style="list-style-type: none"> provide care for and oversight of the local government system, including the health of local democracy and local government's future-fit capability and capacity foster common purpose and relationships support and enable the health of the Māori-local government relationship incorporate the current roles and responsibilities of the Local Government Commission. 	3	?	2	4	5	High	Determine approach post election

System renewal	Overall	3	4	2	5	3		
Strengthening local democracy and leadership	#10 Local government and councils develop and invest in democratic innovations, including participatory and deliberative democracy processes.	5	?	2	5	3	Low	Determine approach post election
Strengthening local democracy and leadership	#11 Enhance local democracy in order to increase access and representation by: ▸ adopting ranked voting (also known as single transferrable vote or STV) as nationwide method for local elections	3	1	5	2	3	Low	Leave to CG to lead
Strengthening local democracy and leadership	#11 Enhance local democracy in order to increase access and representation by: ▸ lowering the voting age for local elections to 16.	3	?	1	3	2	Medium	Determine approach post election
Strengthening local democracy and leadership	#11 Enhance local democracy in order to increase access and representation by: ▸ providing for a 4-year local electoral term	5	1	1	3	1	Low	Engage most
Strengthening local democracy and leadership	#11 Enhance local democracy in order to increase access and representation by: ▸ enabling Te Tiriti-based appointments to councils	3	?	3	4	4	Medium	Determine approach post election
Strengthening local democracy and leadership	#11 Enhance local democracy in order to increase access and representation by: ▸ lowering the threshold for the establishment of Māori wards	4	?	2	3	2	Low	Determine approach post election
Strengthening local democracy and leadership	#12 Local and central government coinvest to build adaptive leadership capability focusing on: ▸ leading change and system renewal ▸ valuing civic leadership and public service ▸ partnership and collaboration ▸ innovation and experimentation.	5	4	3	5	2	Low	Seek early agreement
Strengthening local democracy and leadership	Overall	4	?	3	5	3		
Increased funding	#13 In order to prioritise and deliver on wellbeing, central government makes a greater investment in local government through: ▸ significant funding to support local priorities, place-based agreements, and devolution of roles.	5	?	1	4	5	Low	Determine approach post election
Increased funding	#13 In order to prioritise and deliver on wellbeing, central government makes a greater investment in local government through: ▸ an annual transfer of revenue equivalent to GST charged on rates	5	1	1	4	5	Low	Engage most
Increased funding	#14 Central government pays rates on Crown property	5	3	1	4	5	Low	Engage most
Increased funding	#15 Central government develops an intergenerational fund for climate change, with the application of the fund requiring appropriate regional and local decision-making.	5	?	1	4	5	Low	Determine approach post election
Increased funding	#16 Cabinet is required to consider the funding impact on local government of proposed policy decisions.	5	1	2	4	3	Low	Engage most
Increased funding	#17 Central government commits to enabling the future transition with funding to: ▸ resource a transition unit to support the change and system renewal of local government ▸ supplement local government capacity funding to enable hapū/iwi and Māori to partner with councils ▸ support councils to: ▸ build Te Tiriti and te ao Māori capability and grow hapū/iwi and Māori relationships ▸ lift their immediate capacity and capability to innovatively deliver wellbeing priorities for their communities ▸ trial and grow participatory and deliberative democracy practices.	5	?	1	5	2	Low	Determine approach post election
Increased funding	Overall	5	2	1	5	5		

	?	1	2	3	4	5
Level of support from local government.	N/A	No or very low support. If it is seen as important (in terms of the functioning of the new system or to Central Government) building consensus should focus on what we could live with and what concessions we would want for it.	Some or low support. Similar approach to no or very low support.	Mixed or partial support. This could mean that there is a wide diversity of views across local government. Approaches could be to seek to build a more detailed consensus or to be pragmatic about what elements LG agree on and approaches to those elements it doesn't.	High support. Could apply to the outcome, with alternative mechanisms perhaps having greater support. Will be important to retain support from local government as we build consensus (including over alternatives) and negotiate over less well supported elements.	Very high support. Similar approach to high support
Level of support from central government	There is a diversity of views on these amongst central government parties. This means that support from central government is dependent on the nature of the next government (the majority party and any coalition/confidence and supply partners). If adopted by government it may require advocacy in order to retain should the government change.	No or very low support. If it is seen as important (in terms of the functioning of the new system or to local government) then this will need to be a focus for advocacy / next steps with central government.	Some or low support. Similar approach to no or very low support.	Mixed or partial support. Approaches could be to agree the areas of support early and address the remaining elements over time.	High support. Could be important to gain support from central government in the next steps over less well supported elements.	Very high support. Similar approach to high support.
Could be progressed alone by local government	N/A	Could not be progressed alone by local government.	Some initial steps could be undertaken by local government utilising existing legal frameworks / funding sources and without central government intervention however this would be required to implement this recommendation.	Could be partially achieved or supportive initial steps undertaken by local government utilising existing legal frameworks / funding sources and without central government intervention however this would be required to fully implement this recommendation.	Could be achieved by local government (possibly using an alternative approach) utilising existing legal frameworks / funding sources and without central government intervention however this would make it easier / enable more widespread adoption.	Could be fully achieved by local government utilising existing legal frameworks / funding sources and without central government intervention.
Core to the proposed new system	N/A	Not core	Not core but could relate to other	Not necessary to implement the new system but offers some benefit to the system (functional or tactical)	Recommendation or equivalent is necessary to implement the new system.	Essential to the new system.
Viable alternatives	N/A	No viable alternatives.	Alternatives exist but would not achieve the intended outcomes.	Viable alternatives which would partially achieve the intended outcomes exist.	Viable alternatives which would mostly achieve the intended outcomes exist.	Viable alternatives which would achieve the intended outcomes (to the same or greater degree).

Priority for consensus building work

Level of support from local government	5	Low	Low	Low	Low	Low
	4	Low	Low	Low	Medium	Medium
	3	Low*	Low*	Medium	High	High
	2	Low*	Low*	Medium	High	High
	1	Low*	Low*	Medium	High	High
		1	2	3	4	5

Core to the proposed system

*Anything high priority for CG should be treated as high

Post consensus phase next steps

Level of support from central government	5	Trade off - Focus on what the sector 'can live with', use to secure support for 'LG led priorities'	Seek to agree early, use to secure quick wins to gain sector support for continuing with the process					
	4		* Leave for CG to lead on this unless the outcome sought is core to the new system	Engage with CG most on these, gain these by making concessions on CG priorities				
	3	Engage with all political parties prior to election and determine approach post election						
	2							
	1							
?								
		1	2	3	4	5		

Level of support from local government

*Anything core to the new system should be increased in its focus for negotiation