

20 February 2026

**To:** Chief Executive  
Te Tari Taiwhenua Department of Internal Affairs  
45 Pipitea Street  
Wellington 6011

**RE: Submission on Simplifying Local Government**

Thank you for the opportunity for Far North District Council to provide a submission to the Department of Internal Affairs on the Government discussion document, *Simplifying Local Government – A draft proposal*.

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## Executive Summary

Far North District Council agrees that local government in New Zealand requires reform to meet future challenges. However, we do not support the Government's proposed approach to achieving this reform.

Our submission makes the following points.

1. **Support for reform objectives:** We agree with the Government's objectives of creating more efficient, effective, and cost-effective local government.
2. **Opposition to replacing Regional Councilors during the first two years ('stage one') of the reform process:** We oppose the replacement of recently elected Northland Regional Councillors with a Combined Territories Board (CTB). Regional Councillors should remain in place until the 2028 local government election.
3. **Alternative CTB role:** During stage one we propose establishing a CTB with a different mandate—to develop the regional reorganisation plan while providing advice to (but not replacing) the Northland Regional Council.

4. **Crown Commissioner as advisor:** We support a non-voting Crown Commissioner on the CTB to facilitate communication between the region and central government and to support the CTB's work.
5. **'One Mayor, One Vote':** We support equal voting rights for all mayors on the CTB to ensure that smaller councils are not dominated by larger ones.
6. **Dual voting for resource management:** We support the proposed dual condition voting procedure for certain resource management decisions.
7. **Enhanced Regional Reorganisation Plans:** We support requiring CTBs to develop regional reorganisation plans but recommend that the Government provides dedicated funding for this work.
8. **Strengthened Māori engagement requirements:** Regional reorganisation plan criteria should include requirements for establishing effective arrangements for engagement with *all* iwi, not just those with Treaty settlements.
9. **Government Review of Functions:** Parallel to the development of regional reorganisation plans, the Government should review the appropriate allocation of functions between central and local government.

The Far North District Council seeks a reform pathway that enables Northland communities to design their own future while maintaining excellent local government services with strong local voice throughout the transition period.

## Introduction

Before turning to the questions in the discussion document, we wish to set out the important and unique characteristics of the Far north district. This is important context for the positions that we advance in this submission.

The Far North district occupies a unique position in New Zealand's local government landscape. As the northernmost territorial authority, stretching from North Cape and Cape Reinga to the Bay of Islands and Hokianga, our district encompasses 6,686 square kilometres<sup>1</sup> and serves a population of 73,700 people<sup>2</sup>. The Far North District Council is a Tier 3 Council. The district is bordered with the Whangārei and Kaipara districts.

### ***Rural and Remote Character***

The Far North is predominantly rural, with approximately 60 percent of our population living in rural areas, many in remote and isolated communities. This population presents challenges for service delivery and community engagement. Our communities are spread across diverse landscapes, from coastal settlements to inland farming areas, each with their own distinct needs and characteristics.

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<sup>1</sup> Stats NZ, Geographic Boundary Viewer.

<sup>2</sup> Stats NZ, "Subnational population estimates: At 30 June 2025", estimated resident population, Far North district.

### ***High Māori Population***

The Far North District has one of the highest proportions of Māori of any district in New Zealand, with 49.9 percent of Far North residents identify as being of Māori descent.<sup>3</sup> This is not merely a demographic statistic — it reflects the deep and enduring relationship between tangata whenua and this rohe, a relationship that extends back many centuries.

### ***Iwi and Hapū Presence in the Region***

The Far North is home to multiple iwi and hapū with profound historical, cultural, and spiritual connections to the land and waters of Te Tai Tokerau. The district includes:

- Nine iwi with Treaty settlements that have been legislated<sup>4</sup>
- Ngāpuhi, the largest iwi in Aotearoa, whose Treaty settlement negotiations are ongoing
- numerous hapū with distinct rohe and kaitiaki responsibilities
- Multiple iwi and hapū which have not yet reached Treaty settlements with the Crown

### ***Our Commitments to Support the Crown as a Treaty Partner***

Council acknowledges and respects the Crown's responsibility as Treaty partner and the requirement of local government to consider the principles of Te Tiriti o Waitangi, specifically the obligations placed on the council to provide opportunities for Māori to participate in decision-making and other council processes which is meaningful to both parties. We have developed substantive frameworks with iwi and hapū, including:

- Te Pae o Uta, our comprehensive Te Ao Māori Framework, which provides strategic direction for genuine partnership with Māori across all council operations
- A Mana Whakahono ā Rohe agreement with Te Rūnanga ā-Iwi o Ngāpuhi
- A Mana Ōrite (equal standing) relationship agreement with Te Rūnanga o Whaingaroa
- Te Kuaka Committee for Māori Strategic Relationships with influence over council decision-making
- Four Māori ward councillors representing the Ngā Tai o Tokerau Māori Ward

These arrangements reflect our commitment to genuine engagement with all iwi in the district, regardless of whether they have reached a Treaty settlement with the Crown. Our Te Pae o Uta framework requires that Council gives effect to Te Tiriti in all its operations and that implementation of the principles of Te Tiriti occurs in all Council decision making and operational processes.

### ***Socioeconomic Challenges***

The Far North faces significant socioeconomic challenges. Our district experiences:

- higher than national average unemployment rates
- significant housing deprivation and affordability challenges
- lower GDP per capita compared to national averages
- limited access to services in remote communities

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<sup>3</sup> Stats NZ Aotearoa Data Explorer, 2023 Census

<sup>4</sup> FNDC Submission on the Treaty Principles Bill

- infrastructure requiring substantial investment

Despite these challenges, our communities demonstrate remarkable resilience, strong cultural identity, and commitment to the wellbeing of whānau and the environment.

### ***Council's Commitment to Efficiency***

The Far North District Council has worked to minimise rates increases while maintaining essential services. We understand the financial pressures facing our ratepayers and we are committed to delivering value for money. This submission reflects our intent to contribute constructively to achieving more efficient and effective local government. At the same time, we seek to preserve the strong local voice that is essential for our diverse and unique communities.

## **Responses to the Questions in the Discussion Document**

### **1. Do you agree that there is a need to simplify local government?**

**Yes**

- 1.1. The Far North District Council agrees that the local government system requires simplification and reform.
- 1.2. The current two-tier system creates unnecessary complexity, duplication, and confusion for communities.
- 1.3. The Government's ambitious reforms — including resource management changes, water services reform, and climate adaptation planning — create an opportunity to consider how councils are structured and how they work together.
- 1.4. For the Far North, with our dispersed rural communities, substantial Māori population, and socioeconomic challenges, having a more streamlined and effective local government system could deliver better outcomes for our people. However, any reform must preserve strong local voice and genuine partnership with tangata whenua.
- 1.5. We are committed to being part of the solution. A single-layer local government system may indeed be the future for New Zealand. The question is not whether change is needed, but how that change should be implemented and what form it should take.

### **2. What do you think of the proposed approach overall?**

**The Far North District Council agrees with the objectives that the Government is pursuing. We support the goal of efficient, effective local government that can meet future challenges. However, we do not agree with the proposed approach.**

#### ***Our Agreement with Objectives***

- 2.1. We share the Government's vision for local government that is:
  - simpler and easier for communities to understand
  - more cost-effective and efficient in delivering services

- better coordinated across regional and local levels
- capable of addressing complex challenges such as climate change, housing, and infrastructure
- accountable and responsive to local communities

2.2. Our Council has worked to minimise rates increases while maintaining service levels. We understand the need for local government to demonstrate value for money. A single-layer local government system may represent the future.

### ***Our Concerns with the Proposed Approach***

2.3. We have significant concerns about the Government's proposed pathway to achieving its objectives.

2.4. The Government proposes that mayors immediately take over regional governance functions while simultaneously developing a regional reorganisation plan over the next two years. We submit that this dual mandate is problematic and creates substantial risks:

#### *Risk of poor service delivery*

2.5. The Northland Regional Council currently provides essential services such as environmental management, biosecurity, regional transport planning, and resource management. These are complex, technical functions requiring specialist knowledge and established relationships with communities, government agencies, and other stakeholders. Mayors who were not elected to perform these roles, and who may lack the necessary expertise, could struggle to provide effective governance during stage one of the reform process.

#### *Governance may be diluted*

2.6. The three Northland mayors have full-time responsibilities governing their respective territorial authorities. Adding comprehensive regional governance responsibilities on top of their existing workload risks compromising their ability to provide effective leadership for their own councils.

#### *Reduced Capacity for Regional Reorganisation Planning*

2.7. Developing a good regional reorganisation plan will require time, effort, community engagement, technical analysis, and strategic thinking. If mayors are simultaneously governing regional functions, their capacity to devote the necessary attention to designing the future of Northland's local government will be constrained.

#### *Undermining Local Democracy*

2.8. Northland Regional Councillors were elected in October 2025 — only months ago. These elected representatives sought office to serve their communities in regional governance roles. Immediately replacing them with mayors who did not campaign for regional responsibilities would undermine the democratic mandate that regional councillors received from voters.

### ***Our Alternative: Retain Regional Councilors until 2028***

2.9. We have concluded that the best path forward is to enable Northland to design its own solutions. If we are going to engage Northland communities over the next two years in

collaborative work on a regional reorganisation plan, this engagement must occur alongside functional local government with a strong local voice.

2.10. We need the time and capacity to work thoughtfully with our communities, with tangata whenua, and with each other to design a future system that works for Northland's unique circumstances. Trying to simultaneously govern regional functions and plan for fundamental restructuring will compromise *both* objectives.

2.11. We are committed to reform, but we advocate for a reform process that:

- maintains functional governance throughout the transition
- enables genuine community and iwi engagement in designing the future
- provides adequate time and resources for developing a good reorganisation plan
- respects recent democratic decisions
- allows mayors to focus on their primary responsibility — governing their territorial authorities — while contributing to regional planning.

2.12. We set out our proposal in detail in our response to question 3, which follows.

### **3. Do you agree with replacing regional councillors with a Combined Territories Board (CTB)?**

No

3.1. We do not support the immediate replacement of Northland Regional Councillors with a CTB that assumes full regional governance responsibilities.

#### ***Preserving the Recent Democratic Mandate***

3.2. Voters made informed choices about who should represent them on both their territorial authority and their regional council. To overturn those decisions within months, without a clear emergency justification, demonstrates disrespect for the democratic process and for the choices of voters.

#### ***Capacity and Capability Concerns***

3.3. The three Northland mayors were elected to govern territorial authorities — the Far North District Council, Whangārei District Council, and Kaipara District Council. These roles are demanding.

3.4. It is questionable whether mayors elected to govern territorial functions have the necessary skills, knowledge, and capacity to simultaneously provide effective governance for distinct regional functions.

#### ***The Dual Mandate Problem***

3.5. The Government's proposal asks the CTB to simultaneously:

- govern all current Northland Regional Council functions
- develop a comprehensive regional reorganisation plan within two years

3.6. This dual mandate creates unrealistic expectations and substantial risks.

- **Risk of poor regional service delivery:** If mayors are stretched between their territorial responsibilities and new regional governance duties, the quality of regional service delivery may suffer.
- **Weakened leadership:** The primary responsibility of mayors is to provide leadership for their local authorities. *If they are simultaneously managing regional governance, their capacity to effectively lead their own councils will be compromised.*
- **Weakened regional reorganisation planning:** Developing a good regional reorganisation plan is substantial work requiring:
  - mapping all current council functions
  - analysis of service delivery models and efficiency opportunities
  - extensive community engagement
  - engagement with iwi
  - financial modelling
  - transition planning

3.7. If the CTB is simultaneously governing regional operations, its members will not have adequate capacity for this crucial planning work. The quality of the regional reorganisation plan — which will shape Northland local government for decades — will be compromised.

### ***Our Alternative Proposal***

3.8. We propose a different approach that addresses these concerns while still advancing reform:

- **Retain Northland Regional Councillors Until 2028:** Regional Councillors should continue in their roles until the scheduled 2028 local government election.
- **Establish a CTB with a planning focus:** A CTB should be established, but with a different mandate from that proposed by the Government. *The CTB's primary task would be to develop the regional reorganisation plan over the next two years.*
- **CTB to be an advisor to the Regional Council:** The CTB should have an observer and advisory role on the Northland Regional Council, but without voting rights. This will enable the CTB to:
  - receive all advice and information provided to Regional Councillors
  - understand regional operations and challenges firsthand
  - build knowledge that will inform the regional reorganisation plan
  - maintain oversight without compromising operational governance
- **Future of the Regional Council to be determined by regional reorganisation plan**

### ***Benefits of This Approach***

3.9. This alternative approach would:

- respect the recent democratic decision of Northland voters
- maintain functional, effective regional governance throughout the transition

- allow mayors to focus primarily on their territorial authority responsibilities
- enable the CTB to devote adequate time and attention to developing a goods regional reorganisation plan
- ensure the reorganisation plan is informed by direct knowledge of regional operations
- reduce risks of service delivery failures during the transition
- provide a clear pathway from current arrangements to the future system

3.10. This alternative proposal is a better pathway for Northland. It balances the need for reform with the imperative to maintain effective governance and genuine democratic accountability throughout the transition period.

#### 4. What do you like or dislike about the proposal to replace regional councillors with a CTB?

**We have addressed this question in our response to Question 3**

#### 5. What level of Crown participation in regional decision-making do you prefer?

Options:

- i None – only mayors on the CTB
- ii Crown Commissioner (non-voting)
- iii Crown Commissioner (veto power)
- iv Crown Commissioner (majority vote)
- v Crown Commissioners instead of a CTB

**We support Option (ii) – a non-voting Crown Commissioner on the CTB, subject to clearly specified roles.**

#### ***Rationale for Crown Commissioner Participation***

5.1. We support the inclusion of a Crown Commissioner on the CTB for the following reasons.

##### *National-Local Alignment*

5.2. A Crown Commissioner could help the CTB to understand and consider national priorities and policies as it develops the regional reorganisation plan. These priorities include national objectives for resource management, housing, infrastructure, and climate adaptation.

### *Two-Way Communication*

5.3. The Crown Commissioner could serve as a conduit for communicating regional issues, opportunities, and concerns to the Government. This would enable the Government to understand Northland's unique circumstances and so adjust policy or support accordingly.

### *Technical Support and Resources*

- The Crown Commissioner should be able to facilitate access to Government expertise, data, and resources that will support the CTB's work to develop the regional reorganisation plan.

### *Quality Assurance*

- An experienced Crown Commissioner can provide guidance on best practices, lessons from other regions, and frameworks for evaluating options, improving the quality of the CTB's work.

### *Legitimacy and Confidence*

- A Crown commissioner can provide assurance to the Government and other stakeholders that the regional reorganisation process is going well and that national interests are being considered.

### ***Why non-voting?***

5.4. We support a *non-voting* Crown Commissioner rather than alternative options that would give the Commissioner veto power or vote rights for these reasons:

- Regional reorganisation should be led by local representatives who are accountable to local communities.
- Mayors have intimate knowledge of their communities, existing relationships with iwi and hapū, and understanding of local circumstances.
- Northland communities need to have confidence that reorganisation decisions are made by their elected representatives, not imposed by the Government.
- A non-voting Commissioner will be required to *persuade* the CTB members, encouraging collaboration and shared understanding rather than top-down direction.

### ***Specified Roles and Accountability***

5.5. Our support for a Crown Commissioner is conditional on the roles being clearly specified in legislation. The Crown Commissioner's responsibilities should include:

- ensuring that the CTB is aware of relevant national policies, priorities, and legislative requirements
- providing advice on alignment with Government reforms
- facilitating access to Government expertise and data
- sharing best practices and lessons from other regions
- supporting quality assurance for the regional reorganisation plan
- advising on financial sustainability

5.6. The Crown Commissioner should *not* have authority to:

- vote on CTB decisions
- veto CTB decisions
- direct the content of the regional reorganisation plan
- overrule local democratic decisions

**6. Do you agree that mayors on the CTB should have a proportional vote adjusted for effective representation?**

No

6.1. We support a simpler approach: ‘one mayor, one vote’.

***The Case for Equal Voting***

6.2. Under our preferred ‘one mayor, one vote’ system:

- each of the three Northland mayors would have equal voting power
- decisions would require agreement by at least two of the three mayors

6.3. This system is simple, transparent, and easy to understand

6.4. Equal votes for all mayors is the clearest possible system. Communities will readily understand that their mayor has an equal voice in regional decisions. Complex weighted voting formulas — even well-intentioned ones—create opacity and reduce public confidence.

**7. Do you support:**

**EITHER**

**(i) leave it up to the Local Government Commission to determine the right balance;  
OR**

**(ii) provide the Commission with specific legal objectives and criteria to guide its decisions.**

**If the Government does not accept our preferred approach set out in our response to Question 6 (one mayor, one vote), we support Option 7 (ii) — provide the Local Government Commission with specific legal objectives and criteria to guide its decisions.**

***Support for Specified Criteria***

7.1. If weighted voting is to be used having specified criteria is preferable to giving the Commission complete discretion because:

- communities and councils will understand in advance what principles will guide the allocation

- the Commission's decisions will be more predictable and legitimate
- there will be clear grounds for evaluating whether the Commission's allocation achieves its intended purposes.

7.2. Transparency supports public confidence in the process

## 8. Do you agree with the dual condition voting proposal for certain resource management decisions?

**Yes, If the Government does not accept our preferred approach set out in Question 6 (one mayor, one vote).**

**However, if the relevant Minister appoints one member to a CTB for decisions on spatial plans and/or natural environment plans, we submit that such appointees should not have voting rights. (see 8.3).**

- 8.1. The Government has agreed to replace the Resource Management Act 1991 with two new Acts: the Planning Act and the Natural Environment Act. These Acts will require regional councils to:
- participate in the development of a region-wide **spatial plan chapter** of a combined regional plan, and
  - develop and agree a **natural environment plan chapter** of a combined regional plan.
- 8.2. Ministers have decided that CTBs, if established, should be the decision-making body for both these new planning instruments.
- 8.3. Ministers have also decided<sup>5</sup> that the relevant Minister would be able to appoint one member to a CTB for decisions on spatial plans and/or natural environment plans. *Those appointees may or may not have voting rights at the Minister's discretion.*
- 8.4. Ministers have decided that the voting arrangements CTBs use to make decisions on these new instruments would require that both:
- CTB members representing more than 50% of the population support the resolution, and
  - more than 50 percent of CTB members with a voting mandate for decisions on spatial plan chapters and/or natural environment plan chapters, to support the resolution.

### ***Rationale for Support***

- 8.5. We support this dual-condition voting procedure because:
- the dual condition ensures that these decisions cannot be made solely based on urban population weight without rural support.
  - the dual condition creates incentives for consultation and consensus-building across different communities and interest groups.

<sup>5</sup> See Annexe C of the Discussion Document.

## 9. What do you think about the ways that communities crossing regional boundaries could be represented?

9.1. Northland does not have communities that cross regional boundaries, so this issue does not directly affect our district.

## 10. Do you support the proposal to require CTBs to develop regional reorganisation plans?

Yes

10.1. Regional reorganisation plans provide an opportunity to:

- map current council functions and identify opportunities for more efficient delivery
- design new service delivery models that provide better value for money
- clarify roles and responsibilities across councils
- improve coordination on complex challenges such as climate adaptation and housing
- design structures that are fit for purpose for the next 30-50 years

### *The Need for Government Funding*

10.2. We submit that the Government should provide dedicated resources to enable CTBs to develop regional reorganisation plans.

10.3. Developing a comprehensive regional reorganisation plan is complex work requiring:

### *Expert Advisory Support*

10.4. CTBs will need access to expertise in:

- local government structure and operations
- public sector efficiency and shared services
- financial modelling and analysis
- treaty partnership and iwi/hapū engagement
- community consultation processes
- organisational change management

### *Technical Analysis*

10.5. Plans will include analysis of:

- current functions across all councils
- service delivery costs and performance
- options for future delivery models
- financial implications and sustainability
- implementation options

### *Community and Iwi Engagement*

10.6. Meaningful consultation requires:

- multiple rounds of engagement with diverse communities
- technical support for communities to understand options
- time for considered feedback

### *Secretariat Support*

10.7. The CTB will need dedicated staff to:

- coordinate the planning process
- manage stakeholder relationships
- prepare technical papers and analysis
- support community engagement

### ***Estimated Funding Requirement***

10.8. To adequately resource regional reorganisation planning for Northland, the Far North District Council estimates funding requirements of approximately \$1 million over two financial years.

## **11. Do regional reorganisation plans have the right content requirements?**

**No — the content requirements need to be augmented to provide for genuine partnership with all iwi.**

11.1. The Government proposes that regional reorganisation plans should:

- map all current functions across councils in the region
- set out options for future delivery (shared services, joint entities, amalgamations, etc.)
- consider impacts on cost, service quality, and local representation
- work with post-settlement governance entities on Treaty settlement arrangements
- set out a financial and organisational transition plan

11.2. While the Government's proposed content requirements are a good starting point, they are missing something important - *they do not adequately provide for engagement with all iwi and hapū, including those without Treaty settlements.*

### ***The Māori Engagement Gap***

11.3. The discussion document states that plans must "work with post-settlement governance entities in relation to any relevant Treaty settlement arrangements." This limitation to *post-settlement* entities is problematic for several reasons:

### *Incomplete Coverage*

11.4. In Northland, Ngāpuhi — Aotearoa's largest iwi — has not yet reached a Treaty settlement. Limiting engagement to post-settlement entities would exclude most of the Northland's Māori population and the most significant iwi in the region.

### *Barrier to Genuine Partnership*

11.5. Te Tiriti partnership is not conditional on settlement status. All tangata whenua have rights and interests that must be recognised and provided for in decisions that affect their rohe.

### *An important opportunity to improve institutional arrangements*

11.6. Regional reorganisation plans present an opportunity to design new structures that better enable partnership with Māori. This work should extend to all iwi and hapū, not just those with Treaty settlements.

### ***Subsidiarity***

11.7. We recommend that regional reorganisation planning be accompanied by a parallel review by central government of the appropriate allocation of functions between central and local government.

11.8. It is beyond the focus of this submission to set out this recommendation in detail. The Government should consider a parallel review covering these issues:

- The Government has transferred functions to local government without corresponding funding ("unfunded mandates")
- Some functions currently delivered centrally might be better delivered locally
- Other functions might benefit from national consistency or economies of scale

11.9. Functions that might be examined for potential devolution to local government include:

- aspects of housing policy and delivery
- economic development support
- some social service coordination
- localised public health initiatives
- community safety and crime prevention
- arts, culture, and heritage

11.10. Conversely, some regional council functions might benefit from centralisation, such as:

- biosecurity surveillance and response
- environmental monitoring standards

## 12. What do you think about the criteria proposed for assessing regional reorganisation plans?

Yes, but with one important addition.

12.1. The Government proposes seven criteria for assessing regional reorganisation plans:

- Big-picture fit
- Affordable now and in the future
- Better services
- Clear leadership
- Local say
- Treaty arrangements
- Can it be implemented?

### ***Additional Criterion Required: Effective Māori Engagement***

12.2. consistent with our response to Question 11, we submit that an additional criterion should be added:

*“Establishes effective arrangements for engagement with iwi and hapū on regional decision-making.”*

12.3. This criterion would assess whether the proposed reorganisation plans:

- provide for genuine partnership with all iwi and hapū
- establish appropriate governance mechanisms for Māori participation
- enable iwi and hapū to exercise
- provide adequate resourcing for Māori engagement
- implement iwi/hapū management plans and aspirations
- create culturally appropriate processes and relationships

### ***Rationale***

12.4. While the proposed "Treaty arrangements" criterion addresses Treaty settlement commitments, it is too narrow. As stated in our response to Question 11, genuine Treaty partnership extends to all tangata whenua, not just those with settlements.

### 13. What do you think about how the proposal provides for iwi/Māori interests and Treaty arrangements?

We cover this question in our response to Question 12. The Government's reform proposal does not adequately provide for iwi and Māori interests.

#### Conclusion

Far North District Council supports the Government's objectives of creating simpler, more efficient, and more effective local government. We agree that the current two-tier system needs reform.

However, we do not support the Government's proposed approach of immediately replacing regional councillors with a CTB that assumes full regional governance responsibilities while simultaneously developing regional reorganisation plans.

We propose an alternative pathway that:

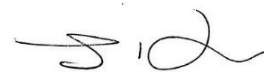
- retains Northland Regional Councillors until 2028, respecting the recent democratic mandate
- establishes a CTB with a primary focus on developing the regional reorganisation plan
- provides the CTB with an advisory role on the Regional Council to build knowledge and maintain oversight
- includes a non-voting Crown Commissioner
- uses simple "one mayor, one vote" decision-making on the CTB
- provides dedicated Government funding for regional reorganisation planning
- requires engagement with all iwi and hapū, not just those with Treaty settlements
- enables Northland to design its own future through genuine community and tangata whenua collaboration.

We ask the Government to carefully consider the alternative pathway we have proposed and to engage constructively with Northland councils and communities as reform progresses.



Moko Tepania

**Mayor**



Guy Holroyd

**Chief Executive Officer**