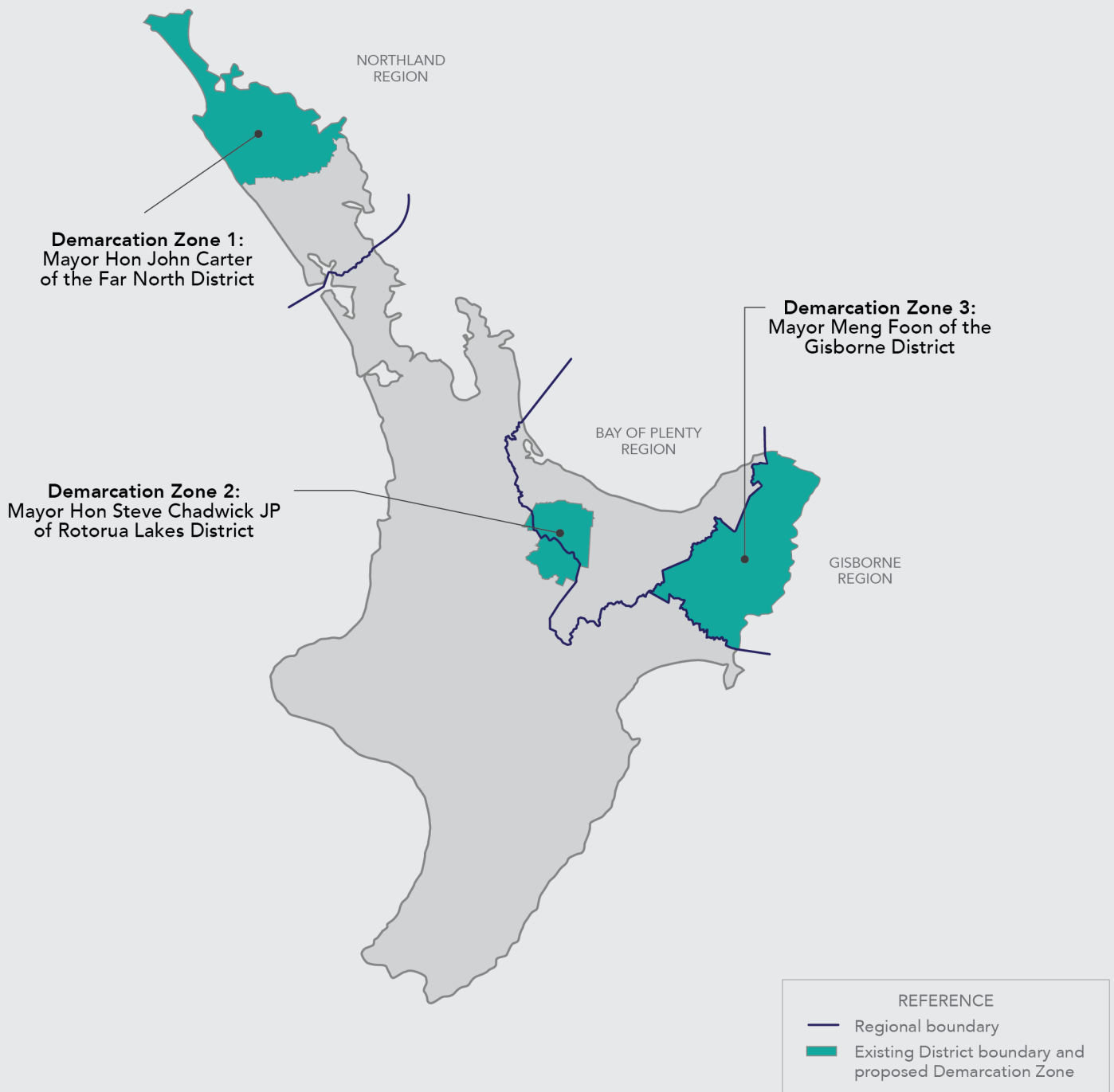


Proposed Demarcation Zones for Public Policy Innovation



Proposal

Demarcation zones for public policy innovation proposal to the Rt Hon Bill English

20 December 2016

Proposal to the Rt Hon Bill English Prime Minister of New Zealand

Demarcation zones for public policy innovation

Tackling poverty and building economic wealth in isolated communities
Prepared by the McGuinness Institute as part of the *TacklingPoverty*NZ Project¹
20 December 2016

Undertaking experiments in public policy is like any other innovation – it requires a mix of disruption, a committed and talented team, and, most importantly, the courage of leaders to let go of bad rules and explore new ways of doing things. This approach can be economically and politically risky, particularly when the communities being experimented with are already under significant systemic stress.

However, this is what Hon John Carter, Hon Steve Chadwick JP and Meng Foon are asking for – the chance to replace old rules that are not working with new rules that are fit for the communities they serve.²

We are proposing the establishment of three demarcation zones for public policy reform in the Far North, Rotorua and Gisborne. Each area would develop its own ways of moving forward but the demarcation approach to localised reform would remain the same.

This approach, borne out of necessity, is not as novel as one might suspect. There are proven examples of central governments demarcating special zones for reform. Reuben Abraham, CEO and Senior Fellow at IDFC Institute, a think/do tank established in Mumbai by India's largest infrastructure finance company, is exploring this idea. He published an opinion piece in October that has garnered significant interest, both in India and abroad.³ He suggests focusing on isolated areas (rather than cities) as places to undertake public policy experiments – 'demarcate a large area no one really care[s] about' and then rebooting this region by adopting a new governance system.

¹ The *TacklingPoverty*NZ project is an initiative of the McGuinness Institute. The *TacklingPoverty*NZ 2016 tour would not have been possible without the ongoing support of the New Zealand Treasury and the Councils concerned – Queenstown Lakes District Council, Manawatu District Council, Rotorua Lakes Council, Gisborne District Council and Far North District Council. A draft *Working Paper 2017/01 TacklingPoverty*NZ 2016 Tour: Methodology, results and observations has been released for comment and can be found at www.mcguinnessinstitute.org and at www.tacklingpovertynz.org. The final working paper will be published in late January 2017.

² In this paper a 'demarcation zone' refers to a geographical area which has been delegated certain governance powers to improve outcomes for citizens through the integration of public products and services, creating a space and place for developing innovative policy. The idea is that the zones not only benefit the community in which they exist but successful policy initiatives can be replicated around the country. See, for example, the proposed zones in Appendix 4.

³ 'Special governance zones as reform labs', 3 October 2016 by Reuben Abraham, CEO and senior fellow, IDFC Institute. Retrieved from <http://www.livemint.com/Opinion/SJ4dAFYHlxAK0XIGt59b8K/Special-governance-zones-as-reform-labs.html>

Abraham draws lessons from Deng Xiaoping's economic reforms in Shenzhen, China:

In the late 1970s, it came to Deng's notice that several thousand young Chinese risked their lives by crossing illegally into Hong Kong. Instead of a typical government response of cracking down, Deng tried to understand why. Clearly, economic opportunity in Hong Kong was the driver. Deng was equally impressed by the rapid modernization of Singapore, most of whose Chinese residents were descendants of landless peasants from Guangdong and Fujian.

It became obvious to Deng that the operating system (OS) – the rules and economic governance system – in Hong Kong and Singapore was far superior to the OS of mainland China, and drove wealth creation in both places. The easy-sounding solution was to reboot the mainland with a better OS, but anyone who has tried to migrate an office from Windows NT to UNIX, say, knows just how difficult it is in reality.

[...] The new governance system allowed the market system to coordinate economic activity, protected private property and allowed foreign investment, to name just three major reforms.

By 1980, three more zones had been set up in Zhuhai, Shantou and Xiamen. Having multiple zones allowed for the possibility of failure, but out of sight and out of mind, containing the political and economic risk.

As noted by Abraham, the results were significant: the population increased from 310,000 in the greater region in 1981 to a metropolitan area population of over 10 million in 2011, and GDP per capita increased from \$760 to \$17,160. The 'success of Shenzhen was the demonstration that set the stage for radical reforms all across China. Deng's axiom that it was okay for "some people to get rich first" offered political air cover for these bold experiments'.

Abraham believes that India's experiments with special economic zones (SEZs) were mostly a failure because they focused on concessions rather than changing the underlying rules of the game. Instead of replicating the Chinese model, India only adopted some of its characteristics while retaining central control. Based on my discussion with Reuben Abraham in Mumbai, and what we learnt from the *TacklingPovertyNZ* 2016 tour, I outline some observations below that could guide the demarcation of special zones in New Zealand.

1. Select appropriate demarcation zones
 - Set up only a few zones at a time, so that they are 'special'.
 - Choose areas where there is an acceptance that the status quo is not working and demand for change is a moral imperative. These areas have little to lose and plenty to gain.
 - Choose areas that are big enough to have a manageable political economy and make the experiment worthwhile but small enough not to have a negative impact on a large number of people if it fails.
 - Choose areas that are close to strategic infrastructure such as ports, airports and road networks.
2. Set up effective governance systems
 - Decentralise control by empowering local officials and/or establishing a decision-making governance board of people who reside in the area and are part of the community (this could be called the demarcation zone governance board).

- Put in place a clear purpose, measurable goals, and an agreed demarcation boundary. Like any experiment, it needs to be evidence and report based and, where possible, comparable with a baseline or control sample.
- Agree on checks and balances such as limits of authority, content of regular reports, and the method for exception and complaints reporting.
- Appoint an external advisory board that includes government officials. The local governance board should have regular meetings with the external advisory board to gather advice, share observations, and request tools or resources.
- Implement quarterly reporting to the responsible Minister. This should demonstrate the approach taken, the successes and failures, and indicate which reforms might be worth replicating.
- Decide on an appropriate timeframe for the experiment. Abraham refers to what Bill Gates wrote in his book *The Road Ahead*: ‘we always overestimate the change that will occur in the next two years and underestimate the change that will occur in the next 10’. With this in mind, we suggest a ten-year window is appropriate.

3. Enable communities through innovation

- Focus on sustaining factors: This means systemising basic survival and security needs through improvements to logistics, undertaking stocktakes, generating checklists etc, so that New Zealanders spend as little time as possible in poverty and do not become dependent on the system. Appendix 1 explains the *Sustaining and Empowering Factors Framework*, generated from the 2016 *TacklingPovertyNZ* Tour.
- Focus on empowering factors: This means reforming the system so that individuals, families and the community become self-determining. Examples of reforms include factor-market reforms (e.g. capital, labour and land market reforms), improving law and order and redesigning education systems. A selection of the radical reform ideas that were identified by participants during the *TacklingPovertyNZ* tour are included in Appendix 2. These are just a starting point for discussion; they have not been explored in any detail but are included in this paper to illustrate the types of initiatives that could be considered.
- Move away from entitlements, concessions and giveaways such as changes in taxes or providing subsidised real estate.⁴ This is about a new system and a new set of rules, it is not about supporting the status quo or reinforcing a culture of entitlement.

Abraham emphasises that these zones should not just be economic in nature, as social and economic impacts are intrinsically linked. Economists are less sure which comes first; sociological transformation (e.g. poverty reduction) or economic transformation (e.g. job creation). Chief Economist at the Bank of England, Andrew G Haldane, believes empirical evidence suggests that ‘sociological transformation [is] at least as important as technological transformation in catalysing the lift-off in growth’.⁵ The

⁴ Abraham refers to the work of noted economist Paul Romer who ‘suggests a two-part test for genuine reform. The first, geographic, tests whether the suggested reform (liberal labour laws, for instance) needs to be contained in a geography or can grow to the rest of the country. If it can grow, it’s genuine reform. If not, it’s a concession. The second, temporal, tests if the reform needs to be time-limited. For instance, do tax incentives need to be limited to 10 years or can they be granted in perpetuity? If they need to be limited, it’s obviously a concession, not a reform.’

⁵ *Growing, Fast and Slow*, 17 February 2015. Speech given by Andrew G Haldane, Chief Economist and Executive Director, Monetary Analysis & Statistics, Bank of England. See <http://www.bankofengland.co.uk/publications/Documents/speeches/2015/speech797.pdf>

conversations we heard on tour suggest they are too interlinked to be separated, and that social transformation is necessary to achieve economic transformation.

This is the purpose behind demarcation zones – to isolate and separate the area from existing rules in order to allow new rules to be put in place. Mechanisms of both economic and social governance will need to be fully decentralised to ensure the system can be responsive to the needs of communities.

The current system works to maintain the status quo, keeping people in poverty and spreading it like a virus. Further, anecdotal evidence suggests that trying to deal with symptoms of poverty (these include drug addiction, mental health, gang violence, crime and health epidemics like MRSA) in isolation has not proven effective. This means that radical reforms are required to create sustainable high levels of wellbeing.

In large cities, it is difficult to bring about policy reforms without understanding how these reforms might play out. The reforms that politicians and policy analysts can implement in these cities perhaps, at best, amount to tinkering. Conversely, the isolated areas (particularly those with little to lose) lend themselves to radical experimentation. Small isolated areas are easier and cheaper to experiment in, with clearer results as to which reforms are and are not working. Additionally, reforms that are effective in isolated areas can be more easily scaled up and adapted for cities, whereas taking innovative policy practices that work for cities into small isolated communities is likely to be more problematic.

However, the current institutional framework operating in isolated areas does have its challenges. Local governments must work with a wide range of government institutions if they want to bring about any change. This is best illustrated by the map in Appendix 3: *Lines within New Zealand*. These different divisions in governance boundaries lead to paralysis of the system. The infographic highlights how difficult it is to focus discussions and integrate solutions. For example, to tackle poverty, communities require regional councils (16), territorial authorities (67), iwi, hapū and whānau (numerous), police districts (12), civil defence emergency boundaries (16), judicial boundaries (26), education areas (10), work and income (11), child, youth and family (47), district health boards (20), and public health services (12) to work together to support the needs of each unique community. Importantly, within each of these institutions are individuals trying to bring about change, some of whom have been vilified for pushing gently on the edges of the system and are now concerned about retaining their livelihoods. Hence, the institutions contain a continuum of interests, from self-interests to national-interests.

The best that communities can currently hope for are time-consuming and resource-hungry administrations where decisions are made by risk-averse managers fighting over scarce resources. The creation of demarcation zones is one way that these existing challenges can be overcome quickly while retaining lines of authority, accountability and responsibility. This is necessary because poverty has become an urgent and important problem.

The Institute is aware of the regional growth programme being implemented by MBIE and MPI in partnership with other central government agencies and regional stakeholders, such as businesses, iwi and Māori, economic development agencies and

councils'. It aims to 'identify potential growth opportunities in selected regions and help increase jobs, income and investment in regional New Zealand'.⁶

The regional growth programme differs from demarcation zones in a number of ways. The programme has a purely economic, short-term profit focus, rather than a long-term individual, family, or community focus. It is also a top-down initiative spread thin over nine regions. It was interesting to note that four of these were also covered by the *TacklingPovertyNZ* tour: Northland (Far North), Bay of Plenty and Waikato (Rotorua) and Gisborne – Tairāwhiti (Gisborne).

Given my discussion with Abraham and what we learnt on tour, we believe the nine region approach currently being pursued is unlikely to produce the level of change required in areas such as the Far North, Gisborne and Rotorua.

Our view is that demarcation zones should be developed independently or at least be seen as an alternative and complimentary part of the programme. At best, the current programme may bolster the business sector and provide a small trickle-down effect to families and individuals working for these businesses. At worst, the programme may simply fail to help the communities at all.

We need to work hard to design policy instruments that are fit for purpose, and we consider the demarcation zones to be an innovative way to build significant and durable social capital that will in turn deliver self-sustaining economic capital. To focus on economic capital without first building up social capital is unlikely to deliver the outcomes the country needs. The regional growth programme is unlikely to address key issues of disconnection and isolation within these communities.

To illustrate the proposed demarcation zone boundaries, we have included a map as Appendix 4. The proposed demarcation zones are based on each Mayor's existing territorial authority boundary. Our initial thoughts are for Mayor Meng Foon (who is mayor of the Gisborne District Council, which is a unitary authority and a territorial authority) to lead the demarcation zone for Gisborne.⁷ As both Hon John Carter and Hon Steve Chadwick JP are district mayors of constituent territorial authorities within regions, we recommend they lead their demarcation zones but collaborate with other district mayors within their regions.⁸

We consider Hon John Carter, Hon Steve Chadwick JP and Meng Foon to be well placed for implementing these types of radical reforms. Two of the mayors have been in Cabinet (Carter – National and Chadwick – Labour) and therefore understand the whole-of-government approach. The three mayors have 21 years of mayoral experience between them (Carter, 3 years; Chadwick, 3 years; Foon, 15 years). They are well

⁶ See <http://www.mbie.govt.nz/info-services/sectors-industries/regions-cities/regional-growth-programme>

⁷ The Gisborne District Council is a unitary authority and a territorial authority, which means it performs the functions of both the district and regional council for the Gisborne district. See <http://www.lgnz.co.nz/assets/LG-Info-Sheet-for-Youth.pdf>.

⁸ Constituent territorial authorities within regions perform the functions of district councils. See <http://www.lgnz.co.nz/home/nzs-local-government>. This is because territorial authority districts are not subdivisions of regions, and some of them fall within more than one region. This is best understood in terms of the Rotorua district; 61.52% of land area in the Rotorua district falls within the Bay of Plenty region and 38.48% falls in the Waikato region. See <http://thegrid.co.nz/territorial-authorities-of-new-zealand>.

respected in their communities and have been involved in the *TacklingPoverty*NZ tour. We believe they represent a unique opportunity to enable a group of experienced elected representatives to work together to achieve a common goal. If they are allowed to work at their own pace, with robust reporting rather than ongoing interference, we believe they will be able to develop initiatives that meet the needs of their community and model new ways of making change.

The status quo is not acceptable. The question we need to answer is two-fold: Can we legitimately allow the status quo, and the generational poverty it perpetuates, to continue unabated? And if not, how are we going to change direction going forward? If New Zealand created three demarcation zones for public policy innovation, we believe it would deliver significant change. Change brings with it a new set of risks, costs and benefits; therefore these zones will need to be set up so that failing safely and learning lessons becomes part of the culture of the public service. The *TacklingPoverty*NZ tour emphasised that the public service is failing good people badly.

Imagining New Zealand in ten years' time, when these communities have achieved economic and social success and showcased to the rest of New Zealand what works, is in my mind a future worth exploring.

Appendix 1: The Sustaining and Empowering Factors Framework

The 2016 *TacklingPovertyNZ* tour visited six different locations: Queenstown, Manawatu, Rotorua, Gisborne, Kaitia and Kaikohe. The aim was to build and share ideas on how to tackle poverty. In total, 240 'hows' were collected and these were then sorted into 33 types of 'hows' (what we have called sub-factors). These 33 types were then divided into five groups (what we have called factors – see Table 1 overleaf); we refer to two of these factors (survival and security factors) as sustaining factors while the remaining three (self-determining individuals, communities and nation) have been grouped under the title empowering factors.

The full research is documented in the *Working Paper 2017/01: TacklingPovertyNZ 2016 Tour: Methodology, results and observations*.⁹ Below we briefly discuss the key findings that are specifically relevant to the demarcation zones proposal.

The system is not working for everyone.

What we heard from participants on tour was:

- a) the system is overly complicated and confusing, with central government agencies not working together to deliver consistent products and services;
- b) there exists a significant over-supply of some products and services and a undersupply of others;
- c) individuals stay in the system too long and become institutionalised and dependent (embedding a culture of entitlement over generations); and
- d) the poverty business is good business for some. A range of people benefit from and in some cases make money off those in poverty and therefore have a self-interest in maintaining the status quo. Examples include loan sharks, drug dealers and predators (e.g. through sexual abuse and intimidation).

Government policy should not just focus on getting people out of poverty but ensuring they stay out of poverty. This observation leads to two types of policy; policy aimed at products and services (the sustaining factors) and policy aimed at people (the empowering factors).

Sustaining factors relate to an individual's short-term survival and security needs. The aim is to deliver essential products and services to the right people at the right time to quickly move them from the sustaining stage into the empowering stage. The range of products and services are quite small in number and can be standardised and even centralised. In most cases, the provider does not require a lot of expertise to deliver these products and services (exceptions are people like doctors). What they need from government is (i) quality control over a standard set of products and services and (ii) general knowledge about how the system operates. This means the provider can also match the person in poverty to the experts that can empower them.

Empowering factors relate to either an individual, community or nation. They are the factors that together help people stay out of poverty. To move a person out of poverty,

⁹ This working paper has been published in draft on our website www.mcguinnessinstitute.org and www.tacklingpoverty.nz. Feedback is most welcome. The final working paper will be published in early January 2017.

and help them stay out of poverty, requires a relationship to be developed over a long period of time. The individual needs secure employment, personalised care and guidance, and providers need to have time and a high level of expertise both in their specialist area and in how they navigate the system. Importantly, empowering factors cannot be managed centrally.

The over and under supply of products and services varies throughout the six areas we visited.

This means if we want to tackle poverty we need local knowledge and local management on the ground working in a coordinated way. This is best evidenced by examining the pie charts by location in Table 2 overleaf.

The Institute’s 2017/01 working paper explains these pie charts in more detail, but in this Appendix we simply want to illustrate the different types of ‘hows’ we heard on tour and the disparities that exist in the areas visited.

The pie charts are designed to be read, understood and compared easily. A pie chart is used as the number of ‘hows’ varies for each area visited; each section of the pie chart represents the ‘hows’ by the 33 sub-factors and is colour coded to represent the five factors. See Table 1.

Findings include:

- a) Queenstown, as you would expect, is not in need of sustaining factors (there is no yellow and very little orange on their pie chart).
- b) Kaitaia and Kaikohe, even though they are just over an hour apart by car, are very different. Kaitaia, like Queenstown has very little need for survival factors as they are already catered for. We were told in Kaitaia there were over 50 providers on the main street dealing with basic needs (e.g. food, clothing, bedding etc).
- c) Security factors were considered undersupplied across all areas visited, but when you look at the detail each area’s security needs are different. For example, security of transport and technology is significant in Kaitaia, and to a lesser extent in Gisborne and Kaikohe, whereas

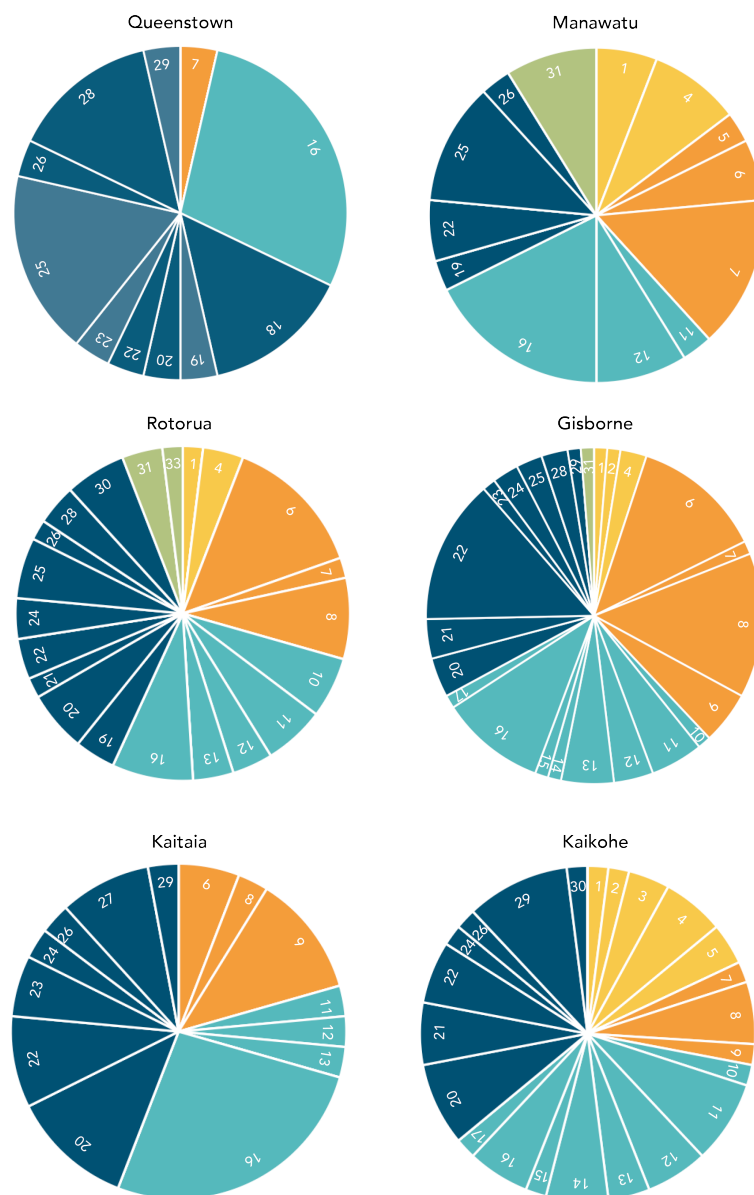
Table 1: The 33 types of sub-factors

Sustaining Factors / Tohu Kaupapa	Factor I: Survival / Ka Morehu Providing emergency products and services for survival.
	1. Food
	2. Clothing and shoes
	3. Bedding
	4. Shelter (emergency housing)
	5. Accessibility
	Factor II: Security / Ka Mau Providing a sense of short-term security.
	6. Security of income
	7. Security of place (social housing)
8. Security of health	
9. Security of transport and technolog	
Empowering Factors / Tohu Motuhake	Factor III: Self-determining individuals / Ka Tu Au Providing skills and tools for individuals to live the life they want.
	10. Employment literacy
	11. Education literacy
	12. Health literacy
	13. Financial literacy
	14. Transportation literacy
	15. Technological literacy
	16. Civic literacy
17. Housing literacy	
Empowering Factors / Tohu Motuhake	Factor IV: Self-determining communities / Ka Rongo Au Providing social infrastructure to meet specific community needs.
	18. Resource allocation
	19. Community decision making
	20. Curriculum, teachers and students
	21. Harmful products and services
	22. Social infrastructure
	23. Community projects
	24. Medical services
	25. Home ownership, rentals and shared housing (affordable housing)
	26. Culture of care
	27. Grandparents raising grandchildren
	28. Financial assistance and tax systems
	29. Local economy
30. Explore innovative ways to package debt	
Empowering Factors / Tohu Motuhake	Factor V: Self-determining nation / Ka Awatea Au Providing a strategic approach that optimises both public good and economic enterprise.
	31. Central government strategy to tackle poverty
	32. Mental health services review
	33. Think Tank: Te Kopai Tuatahi – The first footsteps

- Manawatu and Queenstown need more security of place, i.e. social housing.
- d) Gisborne, Manawatu and Rotorua were the only areas visited to include the empowering factor ‘self-determining nation’ illustrated by the green. Many effective initiatives are already in motion in these communities so their inclusion of this factor is a call to central government to contribute to the effort.
 - e) Consistent themes across all workshops, as indicated in the pie charts, were:
 - a. All areas visited wanted a significant increase in literacy (the light blue takes up at least a quarter of all pie charts)
 - b. All areas visited wanted more self-determination (illustrated by the dark blue).

The evidence was clear; the needs of different communities are unique and require local knowledge and local solutions.

Table 2: A regional perspective, categorising by sub-factor the ‘hows’ from participants



Appendix 2: Radical reform ideas discussed at the TacklingPovertyNZ tour

The ideas included in this appendix are intended as a starting point for discussion; the ideas would need to be explored and evaluated before they are implemented.

1. Implement a system to ensure that young people's experience with police is the beginning of a positive lifelong relationship. A starting point for this might be police, in partnership with experts, coming into schools to teach courses in areas such as the road code, defensive driving, first aid and basic car mechanics. This programme could also include bringing the family car to school to obtain a WOF and sit a driver's licence. We heard of a number of families being unable to afford WOFs for their cars. For example, the cost of obtaining a driver's licence, especially if you are living in an isolated rural town, is significant. A young adult living in Ruatoria will need to travel to Gisborne to sit a driver's test. The cost of petrol is \$90.00 return and the application and test fees are \$134.80. If they fail, they will again need to pay the return cost of travel to Gisborne and a test fee of \$86.60. Programmes like this could form part of NCEA Level 2. Importantly, car access not only provides students with a range of benefits in terms of acquisition of life-skills (such as employment) but enables them to drive and support their whanau and wider community by driving family members to the doctor or to purchase groceries.¹⁰
2. Enable young people to be exposed to academic study while remaining in their home towns. This could include inviting a university to run basic stage one courses extramurally at secondary schools. These courses would provide an opportunity for the community to gain an insight into the types of topics available and to learn study skills. It should also allow cross-crediting for students who want to continue with tertiary study outside of their hometowns. Other options could include skyping, online courses, or visits (e.g. lecturers undertaking guest tours to the area, or students travelling to the university occasionally to attend lectures and familiarise themselves with the campus). This idea creates an affordable option with minimal costs and risks and significant benefits if they succeed. This was suggested as a solution for families who cannot afford to send their children to university (and are reluctant for them to take on debt), have young children themselves and/or do not want their children to leave for the city for any of a number of reasons.
3. Develop strong relationships between isolated communities and tertiary institutions in order to reduce the gap between student enrolments and completion

¹⁰ There are a number of initiatives exploring this idea, including The Mayors Taskforce for Jobs (MTFJ), in partnership with Massey University and Connecting for Youth Employment – Central Hawke's Bay (CYE), launched a Steering Aotearoa initiative in Waipukurau on Monday 2 May 2016. The launch also marked the beginning of the pilot programme which will provide an evidence base and support the vision that "all students gain their learners, restricted and full licences while at secondary school". See <http://www.mayorstaskforceforjobs.co.nz/home/news-and-media/media-releases/mtfj-launches-drivers-licensing-initiative>.

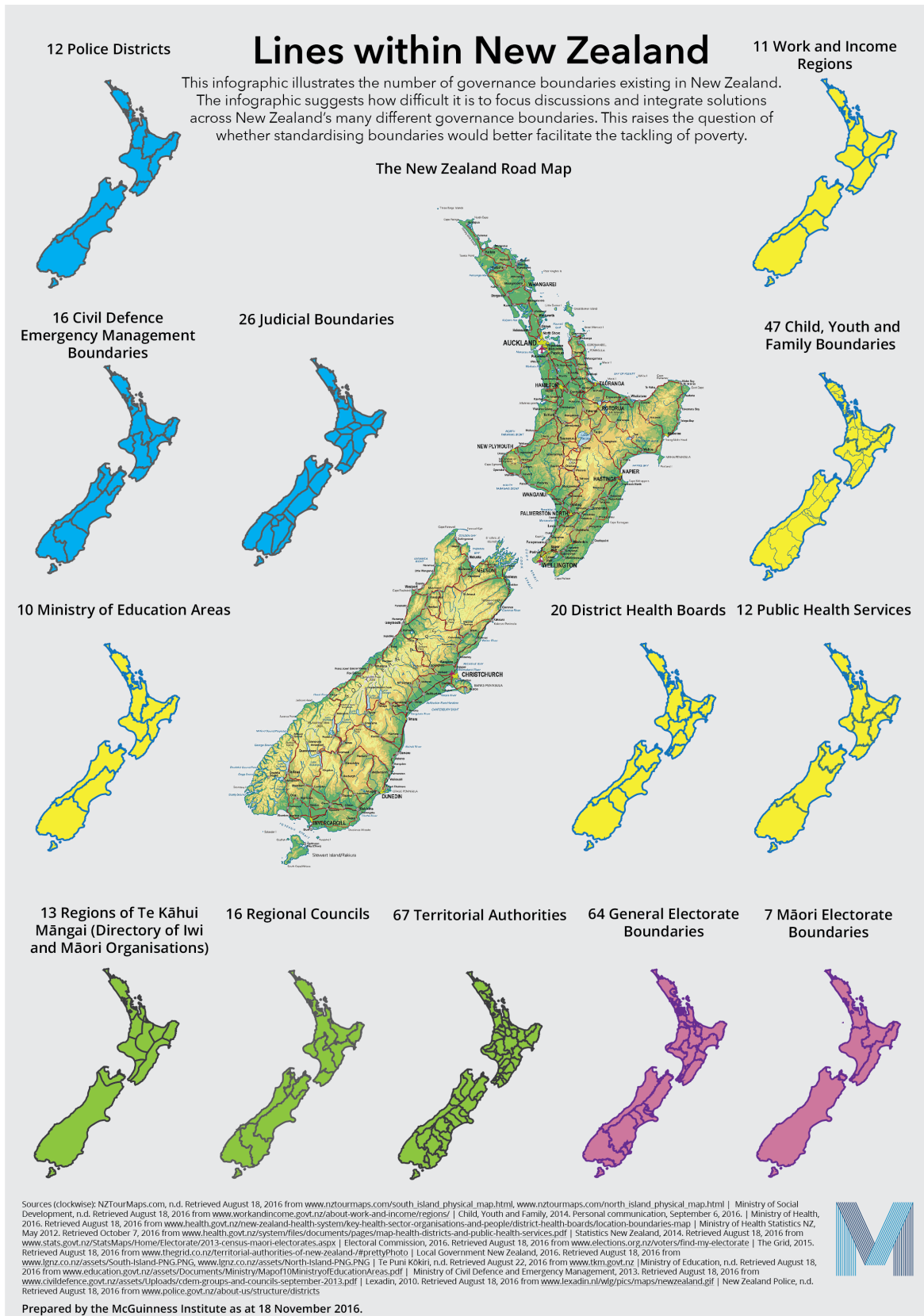
of qualifications. Initiatives may include the creation of specific dorms for new university students (18-19 years old) as tertiary student accommodation. For example, a 'Far North dorm' may be created for students from the Far North to maintain a familiar sense of community for young students leaving their home for the first time. In addition to the creation of specific dorms, guardianship should also be provided (ideally by a representative from their community), with compulsory monthly consultations over the first three months of tertiary education, and three monthly thereafter. This guardianship aims to ensure students stay on track during the crucial beginning of their tertiary education career.

4. Remove licences for operating 'pokies', running bottle stores, and other enablers of addictive practices from the area, particularly those close to schools and family homes. This idea involves taking away existing licences completely. Currently bottle stores and 'pokies' are already dealt with through a 'sinking lid policy' in Gisborne. This means no new licences are available, and if a bottle store or 'pokie' machine closes then there is one less bottle store or 'pokie' machine.
5. Some participants went as far as suggesting the removal of retail licenses from large retailers to enable small businesses to flourish. There was concern that large, nationwide businesses prevented the growth of small, local businesses. A tension therefore exists between the supply of cheap products from national and international businesses (due to economies of scale) versus the interests of local business communities wanting to develop entrepreneurial skills.
6. Build supportive, intergenerational relationships within the community. For example, people receiving benefits could support their community by helping/visiting old people's homes, painting public buildings, planting a public vegetable garden, teaching elderly technological skills and providing transport.
7. Place free sanitary product dispensers in all schools' female bathrooms. Possibly buy these in bulk under Pharmac. This is because sanitary products are often one of the first products to be removed from the shopping list when budgets are tight. There have been instances where this has prevented girls attending school.
8. Provide a fast-track legal system for seasonal workers and tourists who are required to stay in a town due to relatively minor offences. This is to prevent these workers and tourists from draining local resources and support services during lengthy legal processes.
9. Invite banks to provide a way for citizens to consolidate debt under one loan so that people are not vulnerable to high interest rates and credit card fees. Explore ways to provide interest free loans for certain types of expenditure.
10. Establish a check list for emergency housing, ensuring these houses are close to schools, of adequate quality and well-resourced for families. The idea is to minimise disruption for children's schooling and social relationships.
11. Invite major employers into schools to explain career paths, employer expectations and ideally to set up work experience programmes. This will build stronger relationships between businesses and the communities they operate in.

12. Have doctors regularly visit all preschools in the area to assess children’s health.
13. Employ school bus drivers to drive an extra circuit during the day to enable otherwise geographically isolated adults to get into town and back.
14. Create a local card that enables free filling of prescriptions from any chemist. There were situations where parents did not fill prescriptions because of the \$5.00 fee, or because families moved around a lot and faced obstacles to free access.
15. Allow the demarcation zone governance board access to all IDI data for decision making and longitudinal research.¹¹ Allow the board to set local priorities and targets for investment decisions around resource allocation.

¹¹ “The Integrated Data Infrastructure (IDI) is a large research database containing microdata about people and households. Data is from a range of government agencies, Statistics NZ surveys including the 2013 Census, and non-government organisations. The IDI holds over 166 billion facts, taking up 1.22 terabytes of space – and is continually growing. Researchers use the IDI to answer complex questions to improve outcomes for New Zealanders.” See http://www.stats.govt.nz/browse_for_stats/snapshots-of-nz/integrated-data-infrastructure.aspx.

Appendix 3: Governance Boundaries: Lines within New Zealand



Appendix 4: Proposed Demarcation Zones

