

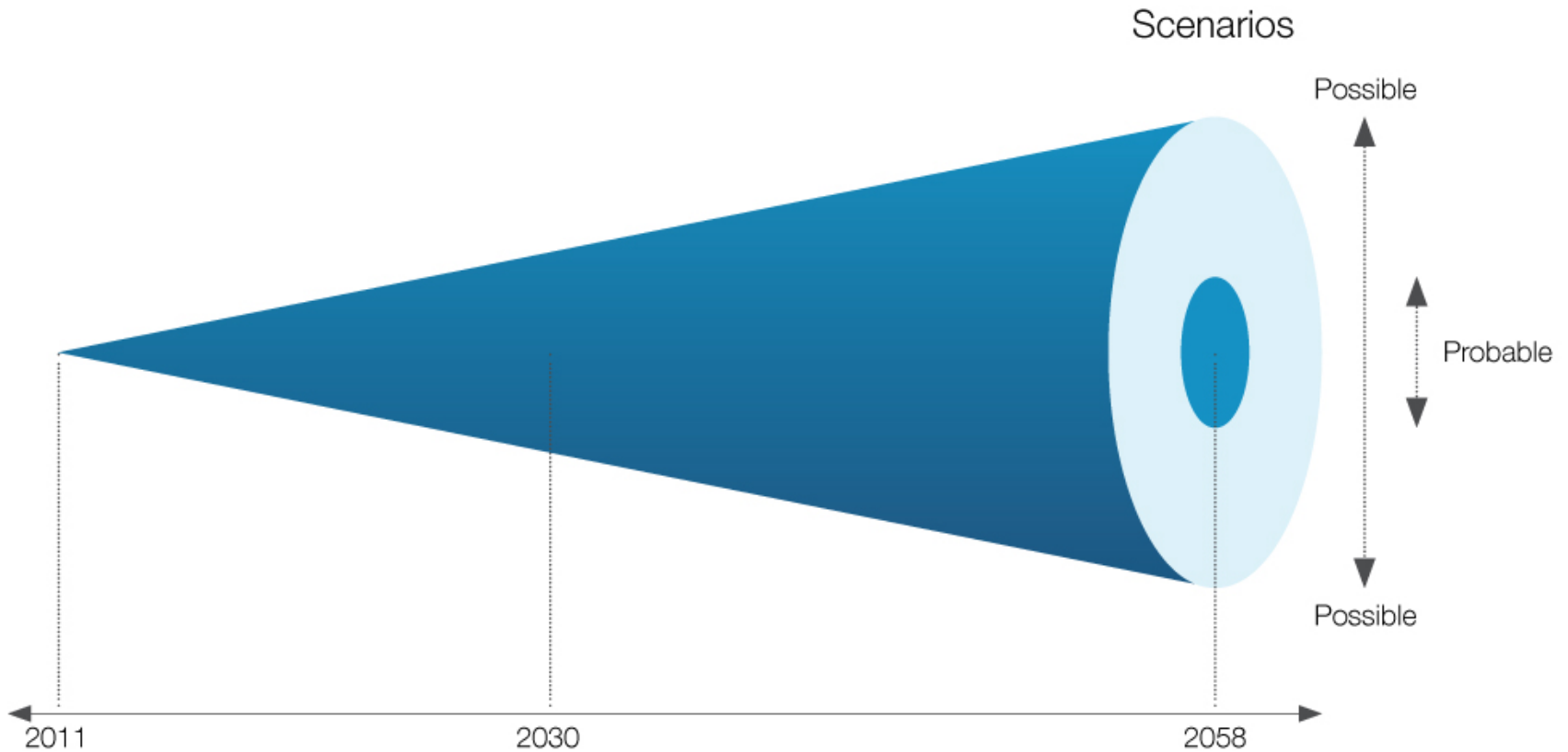
'One Integrated Report' Its impact on Local Government



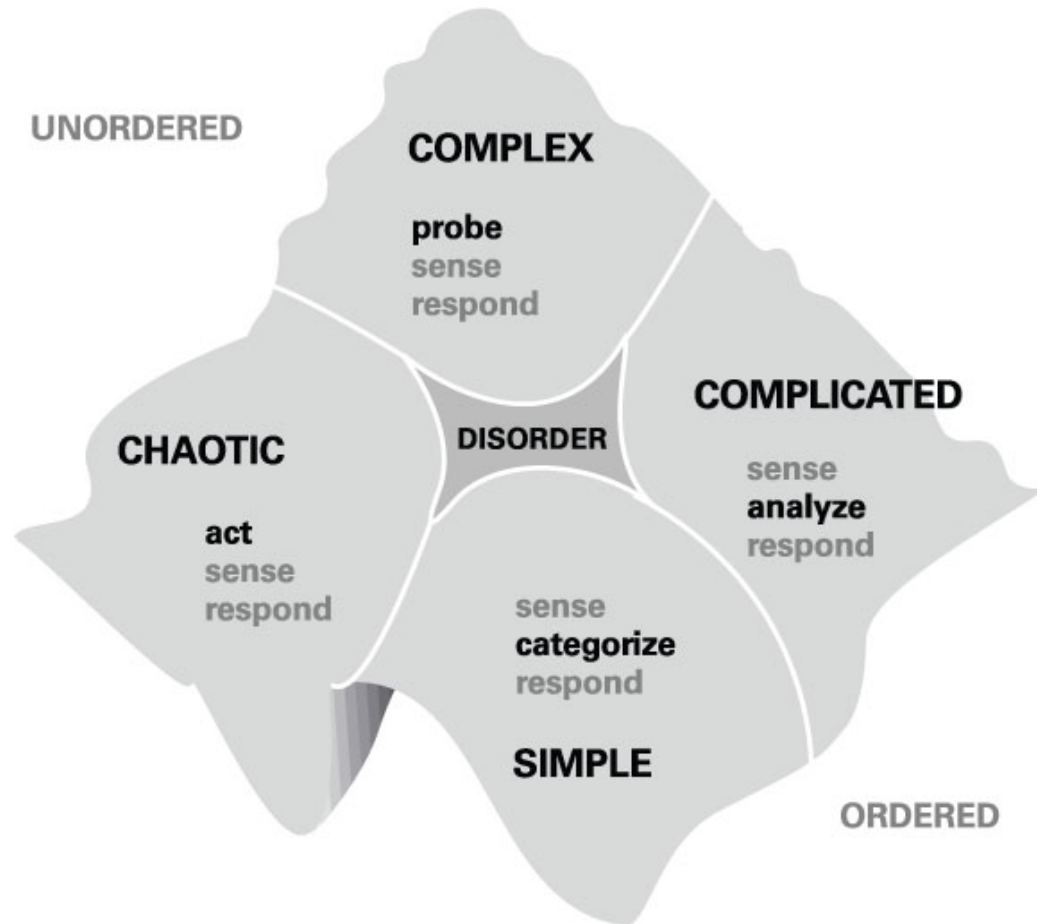
Intelligent Countries



What is Foresight?

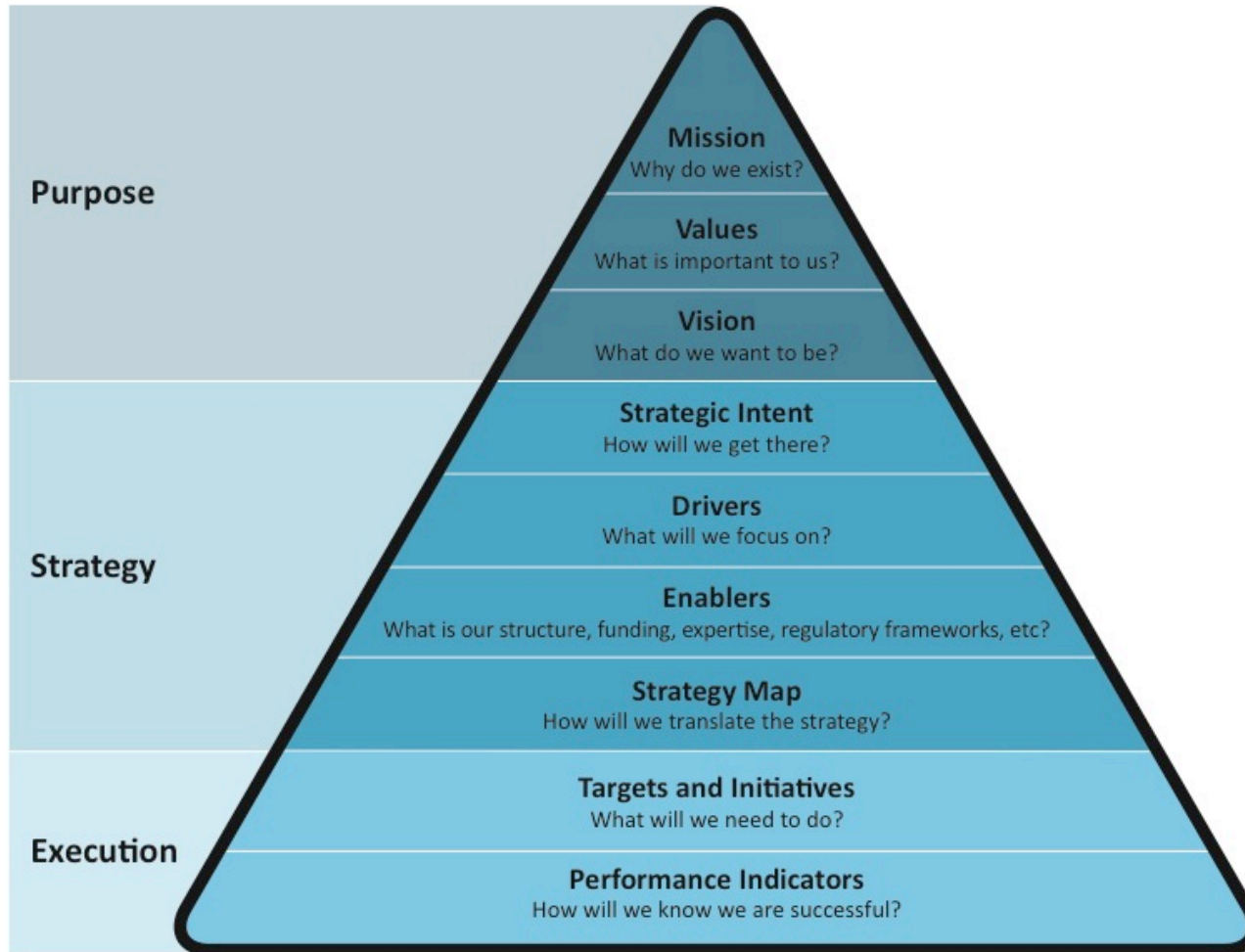


The Four Quadrants



Snowden & Boone (2007). A leader's Framework for Decision Making. *Harvard Business Review*.

How to solve the problem?



Adapted from Sustainable Future Institute Report 13. This approach is based on the work of Robert S. Kaplan & David P. Norton, and the work of Palladium - Executing Strategy.

The Solution - Integrated Reporting?

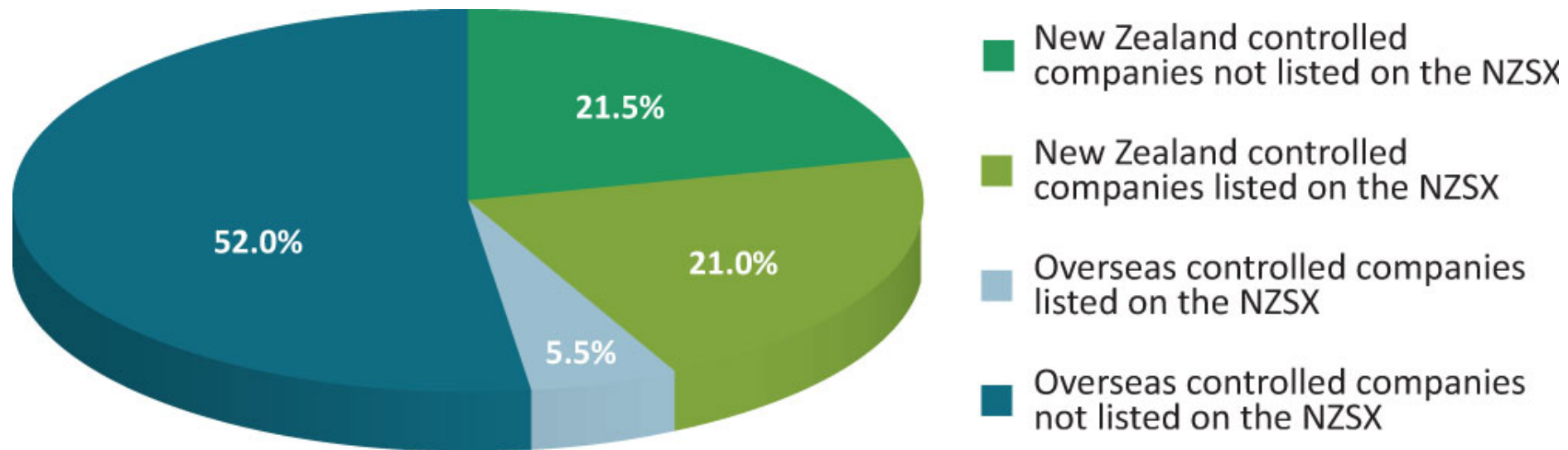
“Integrated Reporting brings together material information about an organization’s strategy, governance, performance and prospects in a way that reflects the commercial, social and environmental context within which it operates. It provides a clear and concise representation of how an organization demonstrates stewardship and how it creates and sustains value.”

What Does Integrated Reporting Look Like?



International Integrated Reporting Committee (2011).
Towards Integrated Reporting: Communicating Value in the 21st Century. Page 7.

Top 200 Companies by NZSX and by Overseas Control



The economies of small countries can be strongly influenced by overseas-controlled companies and, therefore, New Zealand has a significant interest in the development of international standards that improve the quality of integrated reporting.

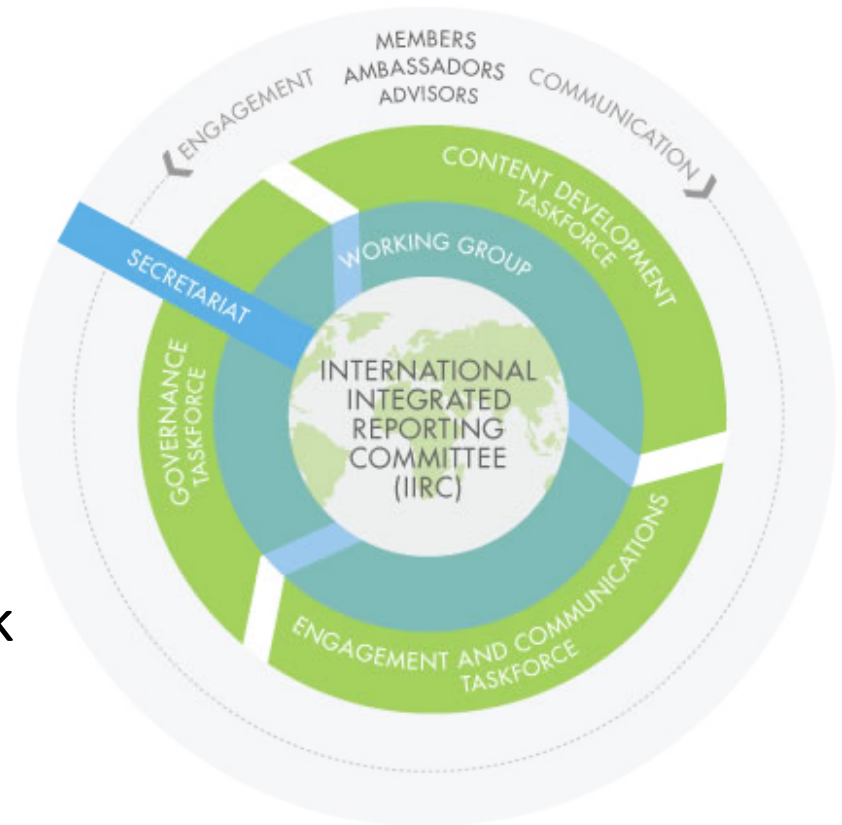
Highlights of Survey Results

- 23.7% had published an integrated report and found time constraints, inadequate guidance and costs of new information are the problem
- 44.1% had calculated their greenhouse gas emissions, but only 18.6% had reported those emission
- 83.1% had not asked stakeholders in the last five years whether they would like to receive more information on other aspects of the company's performance, such as environmental and social impacts.



The International Integrated Reporting Committee

- Established in August 2010
- Aims to create an international standard framework for accounting for sustainability
- Intends to establish a framework which assembles financial and environmental, social and governance information in an integrated format.



What is the IIRC?



Paul Druckman

- **Committee Chairman for The Prince's Accounting for Sustainability Project**

Chief Executive Officer of the International Integrated Reporting Committee



Ian Ball

- **Chief Executive Officer of International Federation of Accountants**
- **Fellow of the New Zealand Institute of Chartered Accountants**

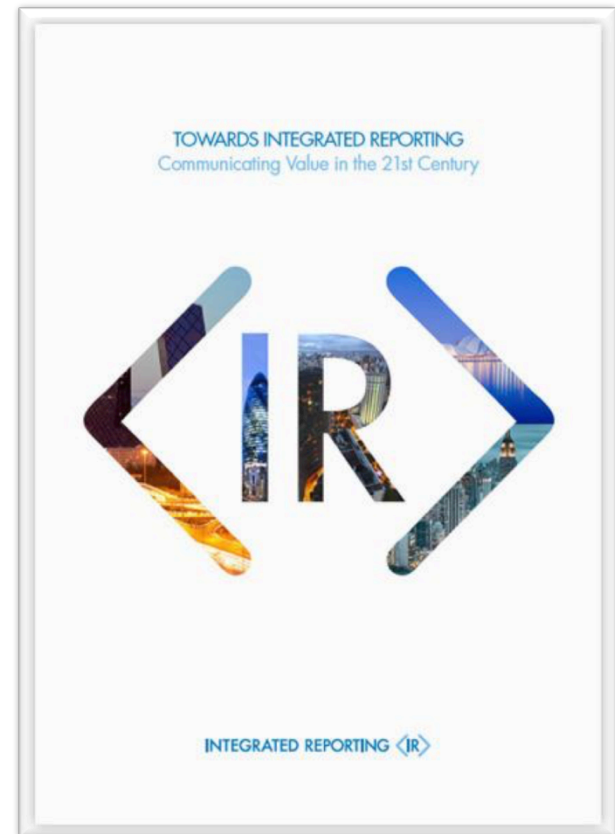
Acting Chairman of the Working Group and Chairman of the Governance taskforce.

IIRC Discussion Document

September 2011

The IIRC has released a discussion document detailing the rationale, opportunities, challenges and necessary steps involved with integrated reporting.

Submissions for this paper are due Wednesday 14 December 2011.



Office of the Auditor-General

September 2011

The discussion document on local government reporting identifies four areas where local authorities can make improvements to their annual reports, these are:

- trend analysis;
- showing outcome progress;
- analysing cost-effectiveness; and
- providing greater explanation and commentary.



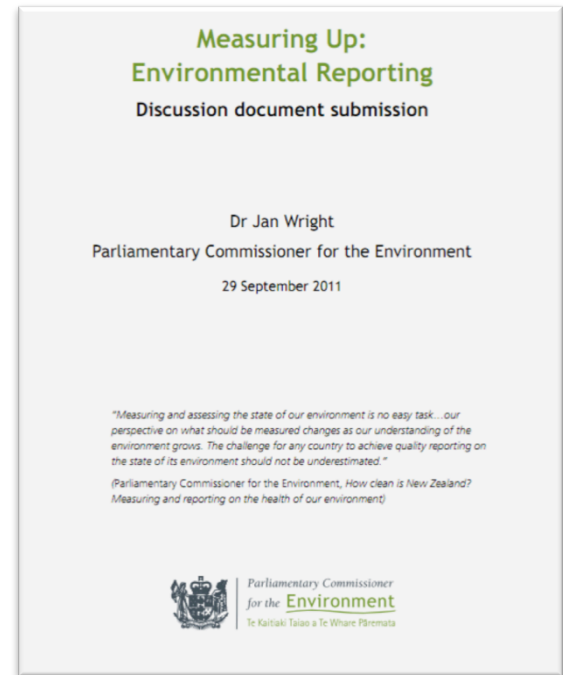
Parliamentary Commissioner for the Environment

September 2011

2011 discussion document recommends:

“... changes be made to the Resource Management Act to enable the collection of nationally consistent environmental statistics from local authorities.”

This document has been a major driver behind the proposals in the Environmental Reporting Bill.



Environmental Reporting Bill

August 2011

“The Ministry [MfE] has worked with local authorities to try and improve the consistency of locally derived statistics through voluntary guidance. To date, voluntary means have not achieved national consistency in monitoring indicators, methodologies or monitoring sites.”



Ministry for the Environment (2011) *Measuring Up: Environmental reporting – a discussion document*. Page 8.

Royal Commission on Auckland Governance

March 2009

The 2007 Royal Commission on Auckland Governance identified four guiding principles for decisions around local government reform

- Common identity and purpose
- Effectiveness
- Transparency and accountability
- Responsiveness

The Commission notes: 'Institutions should work in an open manner and should communicate clearly about their activities, how much they spend, and the results.'

Wellington Reform Proposal

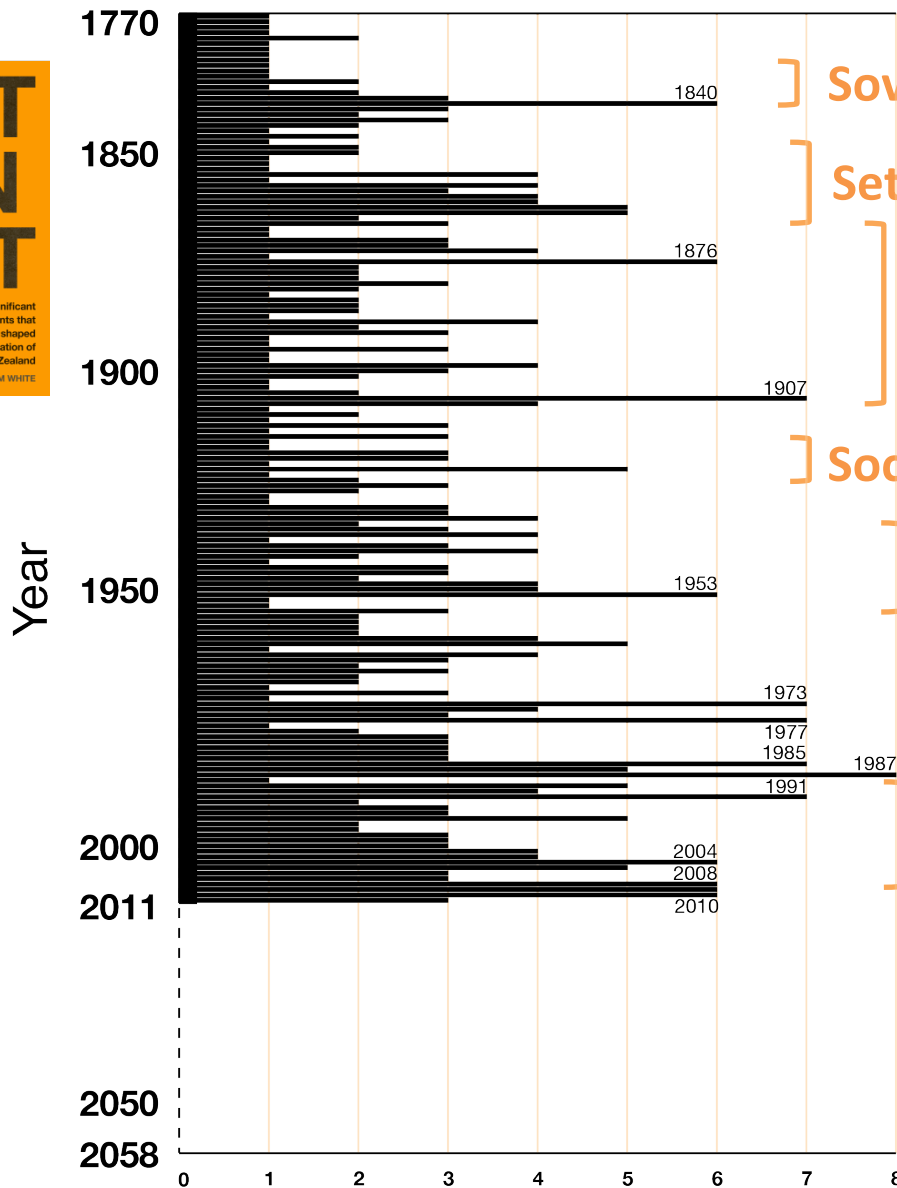
October 2011 – Version 9

A group of Wellington regional councilors have put forward a discussion document on local government reform. It proposes:

- A Unitary Council [The Wellington Council] be the rating and planning entity for the region
- The Greater Wellington Regional Council be abolished and Territorial Authorities be reconstituted as local councils
- One rating entity – the Wellington Council. Local councils would be funded through rolling three-year agreements with the Wellington Council
- A single, unified administration, headed by a Chief Executive Officer (CEO) for the region.

Some ideas on local government reform in Wellington – neighbourhood decisions with pan-regional strategy (2011). Pages 7-9.

Nation Dates: Significant events



Sovereignty

Settlement

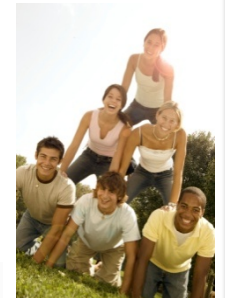
Rights, Roles, Representation & Responsibilities

Social Reform

Identity

Social Justice

Economic Reform





THANK YOU

