

Agenda

Canterbury Chief Executives Forum

Date: Monday 2 August 2021
Time: 9:00 am – 12.00pm
Venue: Selwyn District Council, 2 Norman Kirk Drive, Rolleston
Attendees: **Chief Executives:**
 Hamish Riach (Ashburton, CEs Forum Chair); Alex Parmley (Waitaki); Bede Carran (Timaru); David Ward (Selwyn); Dawn Baxendale (Christchurch); Hamish Dobbie (Hurunui); Jim Harland (Waimakariri); Stefanie Rixecker (Environment Canterbury); Stuart Duncan, (Waimate); Suzette van Aswegen (Mackenzie); Will Doughty (Kaikōura).
In attendance: Ben Clark, Regional Director Corrections, Canterbury Regional Public Service Lead (Item 4 via Zoom)
 Maree McNeilly; Amanda Wall; Rosa Wakefield (Secretariat).
Apologies: Nil

Time	Item	Page	Person
9:00	1. Welcome, introductions and apologies		Chair
	2. Confirmation of agenda	1	Chair
	3. Minutes from the previous meeting	2	Chair
	3.1. Confirmation of minutes, 3 May 2021		
	3.2. Action points		
FOR DISCUSSION AND DECISION			
9:10	4. Regional public sector priorities	11	Chair / Ben Clark
9:25	5. Three Waters	20	Hamish Dobbie
9:35	6. Future for local government	23	Chair
9:45	7. Improving collaborative procurement in Canterbury	61	Bede Carran
9:55	8. Canterbury Story website options	68	Secretariat
10:00	9. Three year work programme 2020-22	72	Secretariat
10:05	10. Regional forums budget	76	Secretariat
10:10	11. Canterbury Mayoral Forum mid-term achievements 2019-2021	81	Chair
10:15	MORNING TEA		
10:30	12. Resource management reform	92	David Ward
10:50	13. Canterbury Climate Change Risk Assessment update	100	David Ward
11:00	14. Carbon footprint assessments by Canterbury councils	106	Bede Carran
FOR INFORMATION			
11:05	15. Canterbury Water Management Strategy update	110	Stefanie Rixecker
11:10	16. Building consent collaboration update	122	David Ward
11:15	17. Short-term working party on the impacts of flexible working	126	Bede Carran
11:20	18. Regional forums report	131	David Ward Bede Carran Hamish Dobbie
11:25	19. CE information exchange	-	All
11:45	20. Draft Mayoral Forum agenda, 20 August 2021	134	Chair
11:50	21. General business	-	
	<i>Meeting close.</i>		

Next meetings:

CMF & Chairs Papatipu Rūnanga – Friday 6 August 10am-12pm at Selwyn District Council

Essential Freshwater Steering Group – Monday 9 August 1-3pm via Zoom

Mayoral Forum – Friday 20 August 9.00am-12.00pm at Clearwater Resort

Chief Executives Forum – Monday 1 November 9.00am at Selwyn District Council

Canterbury Chief Executives Forum

Draft

Minutes

Date:	3 May 2021	
Venue:	Selwyn District Council	
Attendance:	<p>Chief Executives: Hamish Riach (Ashburton, CEs Forum Chair), Bede Carran (Timaru), David Ward (Selwyn), Dawn Baxendale (Christchurch), Fergus Power (Waitaki), Hamish Dobbie (Hurunui), Jim Harland (Waimakariri), Stefanie Rixecker (Environment Canterbury).</p> <p>In attendance: Maree McNeilly, Amanda Wall, Rosa Wakefield (secretariat); Rob Kerr (Kerr & Partners Consulting, Items 4 & 5); Caroline Hart (Environment Canterbury, Item 9).</p>	
Apologies:	Stuart Duncan (Waimate), Suzette van Aswegen (Mackenzie).	
AGENDA ITEM	KEY POINTS DISCUSSED / RESOLVED	ACTION POINTS (Who will action, when?)
1.	<p>Welcome, attendance and apologies Hamish Riach welcomed all to the meeting. Apologies were noted from Stuart Duncan and Suzette van Aswegen. Apologies for lateness were noted from Hamish Dobbie, Rob Kerr and Rosa Wakefield. The Chair welcomed Jim Harland and Will Doughty to the Forum.</p>	
2.	<p>Confirmation of agenda Agenda for the meeting was confirmed with one item of general business:</p> <ul style="list-style-type: none"> • ECan rates collection 	
3.	<p>Minutes from the previous meeting Minutes from the previous meeting on 25 January 2021 were confirmed, with all actions completed or relating to items on the agenda for this meeting. It was noted that LGNZ still intend to visit councils but the rollout is slower than intended.</p>	
4.	<p>Three Waters Service Delivery Review Rob Kerr spoke to the paper. This is the close out report on the Three Waters Service Delivery Review with PwC, which explores ways for Canterbury to move forward.</p>	

	<p>Work with Ngāi Tahu has also been done, which is proving useful and will hopefully shape the way the Government forms its final model. Rob and PwC are still involved in cross-regional discussions but the PwC report for the Canterbury Three Waters Service Delivery Review is complete.</p> <p>It was noted that this report was intended to inform leadership and that it is not intended to be consulted on with the community.</p> <p>Ngāi Tahu are not subject to LGOIMA but the purpose and limits of the advice were made clear at the outset through the letters of reliance. Rob will remind Ngāi Tahu of these requirements.</p> <p>The Forum agreed to:</p> <ol style="list-style-type: none"> 1. receive the report on the Three Waters service delivery review and status of the contracts with Pricewaterhouse Coopers and Kerr and Partners 2. note that additional invoices will be sent to contributing councils following final account reconciliations. 	<p>Rob Kerr: Remind Ngāi Tahu of the purpose of the advice as set out in the letters of reliance.</p>
5.	<p>Three Waters reflections – DIA reforms and cross-regional meeting</p> <p>A cross-regional meeting was held on Friday 30 April to discuss three waters reforms, though Canterbury Ngāi Tahu representatives were unable to attend. Ngāi Tahu is planning a meeting on May 10 to engage with councils on this.</p> <p>The Forum discussed the meeting and other relevant issues. Key points were:</p> <ul style="list-style-type: none"> • timing pressure seems to be increasing, with consultation timeframes getting earlier • the DIA workshop did not encourage councils, and at this stage many are still weighing up whether to opt out • the importance of public health consultation to the conversation • that the economic argument doesn't get councils over the line, and the importance of community engagement and autonomy • how important it is to understand the Ngāi Tahu position, which is understood to be Ngāi Tahu represented at the top table, and for the regional boundary to be aligned with their takiwā • the lack of clarity on development contributions, maintenance funds and charging • the possibility that the Government may make joining the reforms mandatory • enthusiasm for the path forward to be confirmed so that planning can progress • LGNZ's role in advocating for local government in these reforms • the importance of the size of funding available in tranche 2, the influence this may have on councils, and the importance for this not to be tagged to water • the possibility of bill harmonisation, and the disparity between Auckland and South Island water bills • the lack of community awareness of proposed changes, and the lack of consultation with community on wastewater and stormwater • concern around possible community response to Ngāi Tahu rangatiratanga when the cost of delivery increases and the people at the table change 	

	<ul style="list-style-type: none"> • whether it might be helpful to engage with communities to ask what they think should happen • the need to shift focus to operational matters and transition • how to ensure local authorities are not worse off and are able to remain sustainable • understanding how private schemes will be managed and where responsibility for them will sit • that this is about the environment, governance and rangatiratanga, and not about property rights. <p>Sam Broughton and Bryan Cadogan are leading a delegation of mayors to meet the Minister on Thursday 6 May. Te Maire Tau and Liz Brown are invited. A paper is being prepared to support this, and will be circulated to mayors and CEs ahead of the meeting. Sam and Bryan intend to express common opinions from those present in the cross-regional hui, including exploring what influence the collective is able to have and noting the South Island view on the takiwā. Rob to provide a bullet point impression of meeting afterwards.</p>	<p>Secretariat: share briefing paper for meeting with Minister Mahuta with mayors and CEs ahead of the meeting on 6 May. [UPDATE: meeting deferred to 12 May]</p> <p>Rob Kerr: share a bullet point summary of the meeting with CEs immediately following it.</p>
6.	<p>Future for Local Government</p> <p>The Chair spoke to the paper.</p> <p>Members agreed the next workshop should be more focused than the previous one. Points of note to members are:</p> <ul style="list-style-type: none"> • the need for more awareness in the community around the role of local government • that funding is the critical issue, the potential for this to be a funding review, and whether funding could be available to do things not traditionally within the remit of local government • whether councils will be financially viable after these changes • whether the funding model for transport could be translated into local government services • the opportunity to state a case for partnerships • the need for policy settings to be addressed to ensure councils are able to deliver substantive outcomes for communities • the need for focus on long-term thinking, and whether we could seek to attract population growth • how to get local government involved in delivering health and social economic outcomes • the importance of maintaining a strong relationship with mana whenua • the importance of relationships with government agencies <p>Next workshop to be more narrowly focussed on the terms of reference for the local government review. An invitation will be extended to Jim Palmer and one other review panel member to attend the Mayoral Forum dinner on 27th May, and attend the workshop on the 28th. Professor Paul Dalziel has also been invited to the dinner to speak on wellbeing economics..</p> <p>The Forum agreed to:</p> <ol style="list-style-type: none"> 1. note the establishment of an independent review of local government by the Government 2. discuss an approach to engaging with the independent review to ensure a strong united voice for Canterbury 	<p>David Ward: draft points for circulation around the role of local government in the community.</p> <p>Secretariat: invite Jim Palmer and a review panel member to the Mayoral Forum dinner on 27th May and the Future for Local Government workshop to be held on 28th May. [COMPLETE]</p> <p>Secretariat: Focus the Future for Local Government Workshop on 28 May to be more targeted on the Central Government Review of Local Government.</p>

	3. confirm the approach and draft agenda for the second Mayoral Forum Future for Local Government workshop to be held on 28 May 2021.	
7.	<p>Resource management reform implications</p> <p>David Ward spoke to the paper. On resourcing, the paper acknowledges that councils may not have staff available to look at this. Three resourcing options are proposed to support this work, and the Minister is making officials accessible to those doing this work.</p> <p>Members held mixed views about being able to contribute to resourcing for this work. It was noted that there may be some overlap with GCP spatial planning work, and any additional resource may be able to work together with the resource doing the GCP work while ensuring the broader Canterbury view is represented.</p> <p>A discussion was had on whether there is a first mover advantage. Bay of Plenty may already have been selected to pilot this, but there may be an advantage having a South Island pilot too.</p> <p>Environment Canterbury is engaged with the regional sector and should have been across the drafting of this paper and its recommendations. Its planning and policy team can provide recommendations to further develop the paper.</p> <p>The Forum agreed to defer decisions on recommendations 1 and 2 in the paper until the next meeting.</p> <p>Jim Harland is happy to represent Canterbury on the Ministry for the Environment and Department of Internal Affairs' Local Government Forum of Chief Executives for the resource management reform. It was suggested that Canterbury should have more than one representative on this group.</p> <p>The Forum agreed to confirm Jim Harland, Chief Executive Waimakariri District Council, as a Canterbury representative on the Ministry for the Environment and Department of Internal Affairs' Local Government Forum of Chief Executives for the resource management reform.</p>	<p>David Ward: Further develop the paper to incorporate recommendations from Environment Canterbury's planning and policy team, explore how this work could be done in conjunction with the GCP spatial planning work, and explore whether Canterbury might nominate an additional member to the Ministry for the Environment and Department of Internal Affairs' Local Government Forum of Chief Executives for the resource management reform.</p>
8.	<p>Regional forums report and Future for Local Government work programme</p> <p>David Ward spoke to the Policy Forum update. A short-term working party looking at building consents has been formed and its inaugural meeting was held last week. The group is looking to develop a template to enable working together.</p> <p>Hamish Dobbie noted that three waters has been a strong focus for the Operations Forum.</p> <p>Bede Carran shared that the Corporate Forum has been finding it challenging to get collaboration on procurement. They have been looking at printing contracts and thought these would be easy to align, however found differing needs, stages of maturity, and contract expiry dates. Christchurch has recently signed a new print services contract and are exploring whether other councils could join this when their contracts come up.</p> <p>There is a large amount of pressure on finance teams, some of whom found LTP processes challenging.</p> <p>The LTP audit process was discussed. Several councils found it excessively onerous, particularly in details which didn't seem to be key elements of audit. Elected members did not like that changes couldn't be made</p>	

	<p>following audit as invoking another audit is untenable when timelines are looming. It appears that there are capability issues in those who do the fieldwork in council offices, and it was noted that Audit NZ usually rely on offshore assistance for this but the border remains closed. The LTP Working Group has scheduled a debriefing session with Audit NZ in July so will pass on concerns then.</p> <p>There was discussion at the Operations Forum about whether to do a Canterbury-wide submission on the Infrastructure Commission's draft 30-year infrastructure strategy. Consultation opens mid-May for 12 weeks.</p> <p>The letter from the Mayoral Forum to Environment Canterbury is an action out of the Plan for Canterbury. The Corporate Forum suggested the creation of a working group focused on Future for Local Government but there is concern about adding more meetings to calendars. The Forum agreed this could become a standing item at Chief Executives Forum meetings and that work arising from discussion could then be directed to the Operations, Corporate and Policy Forums as relevant.</p> <p>The Forum agreed to:</p> <ol style="list-style-type: none"> 1. receive the report on regional forum meetings between February and April 2021 2. seek Mayoral Forum endorsement to develop a regional submission for the Infrastructure Commission's draft 30-year infrastructure strategy consultation 3. endorse the draft letter from the Mayoral Forum to Environment Canterbury regarding considering climate change in its upcoming Regional Policy Statement review 4. include local government reforms as a standing item on the Chief Executives Forum agenda, and direct any work arising to the relevant sub-forum 5. update the three-year work programme to reflect additional tasks to incorporate work required as a result of central government reforms 6. note the importance of timely submission of papers and reports for regional forum meetings, and of ensuring attendance at regional forum meetings is at the appropriate level. 	
9.	<p>Canterbury Water Management Strategy update</p> <p>The Chair welcomed Caroline Hart to the meeting. Caroline spoke to the paper. The CWMS team is seeking guidance on their approach. The strategy has been in place for a decade and has been helpful in guiding the approach to water management, and it has been refreshed in this time. The Essential Freshwater announcements provide an opportunity to align the strategy with central Government – this would not require wholesale change.</p> <p>There is a question around timing, because the Essential Freshwater changes are not yet final. The CWMS team proposes not making these changes in the near term, to ensure certainty around outcomes of the key reforms over the next few months. A watching brief will be kept for 12 months or so to consider when might be appropriate to make these changes.</p> <p>The CEs Forum agreed with the CWMS team's approach.</p>	

	<p>Proposals for mitigations and risks would come to the next CEs Forum, which may help inform CEs views on timing.</p> <p>The purpose of the Essential Freshwater Steering Group was raised, and the risk that the creation of this group may result in parallel conversations. Nine of 11 Mayoral Forum members are members of the steering group. The Steering Group has requested that the August CMF meeting be focussed on essential freshwater.</p> <p>The report mentions that Ngāi Tahu is not a member of the Mayoral Forum, however there is a desire for the Mayoral Forum to engage more deeply with Ngāi Tahu. The next meeting between the Mayoral Forum and chairs of the papatipu rūnanga is scheduled for 6 August.</p> <p>The Forum agreed:</p> <ol style="list-style-type: none"> 1. with the approach to not progress CWMS alignment in the near term 2. to note that proposals for mitigation of risks associated with this intended direction will be brought to the next meeting of the CE Forum 3. to receive the CWMS update report. 	
10.	<p>Establishment of a People and Capability working group</p> <p>Bede Carran spoke to the paper, noting that it is likely there will be significant change for local government in the near future, and therefore it seems helpful to have joint up conversation across Canterbury in this space.</p> <p>The Forum agreed to:</p> <ol style="list-style-type: none"> 1. agree there is value in establishing a People and Capability Working Group within the regional forums and working group structure 2. agree that this working group evolve from the current short-term working party on flexible working once it completes the work it was established for 3. approve the attached terms of reference for a People and Capability Working Group, with an establishment date of July 2021 4. agree that the Chair of the working group, once appointed, is a member of the Corporate Forum 5. request the Finance Managers Group remove references to human resources from its terms of reference. 	
11.	<p>Freedom Camping Discussion Document – draft submission</p> <p>Maree McNeilly spoke to the paper. A draft submission on Freedom Camping has been prepared based on past Mayoral Forum advocacy. The submission recommends that freedom campers only be allowed to camp where it's explicitly allowed. A suggestion for this only to apply this to urban areas was made to avoid impinging too much on the "Kiwi way of life." Members agreed that rural councils have the same concerns as urban ones so the recommendation should remain as it is.</p>	<p>All members: advise secretariat if your council is making a</p>

	<p>Selwyn and Christchurch are making their own submissions. Members were asked to advise the secretariat if their council is submitting.</p> <p>The Forum agreed to:</p> <ol style="list-style-type: none"> 1. consider and provide feedback on the draft submission 2. endorse the draft submission being provided to the Mayoral Forum for its consideration. 	<p>submission on the Freedom Camping Discussion Document.</p>
12.	<p>Canterbury Story website options</p> <p>Maree McNeilly spoke to the paper. The Canterbury Story website has some great photos and videos but is not being used as intended. The intention was for all TAs to contribute collateral regularly, but this hasn't been happening and site visits are low. Feedback was sought on use of the site and only three councils provided feedback, showing that this is a low priority. ChristchurchNZ are happy to continue maintaining it, and do add content periodically, so although it's not being used as intended we recommend continuing in the current state.</p> <p>The Forum asked for this to be brought back to next meeting, and for members to give this consideration and discuss again then. They also asked for feedback to be sought from the remainder of councils.</p>	<p>Secretariat: Seek feedback from remainder of councils on the use of the Canterbury Story website.</p>
13.	<p>Carbon Footprint Assessments</p> <p>Bede Carran gave a verbal update. The Corporate Forum has been looking into a common approach on methodology and procurement for Carbon Footprint Assessments. The Corporate Forum agreed to recommend the GHG protocol to this Forum as the methodology for Canterbury councils to use, as this is the most widely used currently, and will make future data sharing opportunities easier with the use of common methodology.</p> <p>MBIE are reviewing AoG providers for this. If councils use the AoG provider collective procurement shouldn't be necessary because that should provide the best price regardless.</p> <p>Bede Carran will provide a paper on this to the next CEs Forum meeting.</p>	<p>Bede Carran: Provide paper on this to the next meeting.</p>
14.	<p>Three-year work programme 2020-2022</p> <p>Maree spoke to the paper, noting that neither the local government review nor resource management reforms are included in the work programme.</p> <p>Secretariat to think about today's meeting and take work programme beyond Plan for Canterbury.</p> <p>The Forum agreed to create a standing item on the agenda to discuss up and coming work.</p> <p>The Forum agreed to approve the updated three-year work programme 2020-2022.</p>	<p>Secretariat: remove Jim Palmer as lead on Canterbury Story. [COMPLETE]</p> <p>Secretariat: consider what else needs to be added to the work programme in light of the local government review and resource management reforms.</p> <p>Secretariat: add verbal update to future agendas.</p>
15.	<p>Regional forums budget</p> <p>Paper taken as read.</p>	

	The Forum received the report.	
16.	Draft Mayoral Forum agenda Taken as read. It was noted that there is a lot of content for a one-hour meeting. The secretariat will look at rebalancing the split between the Mayoral Forum and Future for Local Government workshop.	Secretariat: Look at timing of Mayoral Forum meeting and Future for Local Government workshop.
17.	General business <u>ECan rates collection</u> Bede Carran advised that a Timaru District Council councillor had raised the issue of TDC collecting Environment Canterbury rates. The issue was raised in response to the proposed ECan rates increase, and that TDC Officers are preparing a report to Timaru District Council on the merits of collecting ECan rates. Other councils noted they also are frustrated at the rates rise and there is a wish to dissociate from it but are not looking to detach from their ECan rates collection. It was noted that collecting the rates on behalf of Environment Canterbury likely reduces cost for ratepayers overall. <u>Meetings with Minister Woods and Minister Wood</u> Briefing notes are being prepared for both meetings. Megan Woods is meeting with CMF, and GCP are taking the lead on preparing the briefing notes for this but need input from this group on issues outside of the GCP remit. These briefing notes will be circulated to mayors and CEs later this week. The meeting with Minister Wood is focused on freight, and Councillor Peter Scott will also attend this meeting as chair of the RTC. Dawn will make space available for those travelling to the meeting who need a space to work later that day. Dawn noted thanks for the collaborative work between GCP and Mayoral Forum secretariat.	
18.	Farewell Fergus Power Hamish Riach acknowledged Fergus's contribution to the Forum and wished him all the best for his next stage.	
19.	Meeting close Members were thanked for their attendance and contribution. The meeting closed at 12.01pm. The next meeting will take place on Monday 26 July 2021 at Selwyn District Council.	

Canterbury Chief Executives Forum

Item 4

Date: 2 August 2021

Presented by: Hamish Riach, Chair CE Forum

Regional public sector priorities

Purpose

1. To provide an update on progress with the Regional Public Service priorities work and seek feedback from the Chief Executives Forum on the level of ongoing engagement with the Regional Public Service Lead as priorities are developed.

Recommendations

That the Canterbury Chief Executives Forum:

1. **note the update provided by the Regional Public Service Lead on the development of Regional Public Service Priorities**
2. **agree to a standing item on future Chief Executive Forum meeting agendas for the Regional Public Service Lead**
3. **endorse the Chief Executives Forum Chair to attend Public Service Lead meetings as required**
4. **approve the secretariat to continue to work with the secretariats of the Greater Christchurch Partnership, Regional Skills Leadership Group and advisors to the Regional Public Service Lead to share relevant information to ensure alignment between our work programmes where appropriate.**

Background

2. Cabinet appointed Regional Public Service Leads (RPSL) to support joined-up Government in the regions. Ben Clark, the Canterbury and Chatham Islands RPSL, attended the February 2021 Mayoral Forum meeting to provide background to the appointment of the Regional Public Service Leads and development, to date, of regional priorities.
3. Following that meeting, Ben has met individually with a number of Canterbury councils.

Progress since February 2021

4. The approach taken by the RPSL has been to build consensus around existing social and economic wellbeing concerns toward broad priority focus areas.

5. The Canterbury Mayoral Forum (CMF) has been very proactive in engaging across all areas of the public service through the Future for Local Government workshops and outputs from these workshops are influencing the development of the regional priorities.
6. A report will be prepared for the Minister for the Public Service and the Minister for Social Development and Employment in late September to update the Ministers on progress on the development of priorities across all regions.
7. Ben Clark will speak to the RPSL Update that is provided in Attachment 1.

Ongoing engagement

8. It is proposed that given the importance of the development of the Regional Public Service priorities, and the intention that they resonate with local government and iwi and reflect, where possible, broad issues of commonality across our strategy and planning documents, we provide a standing item on Chief Executives Forum meeting agendas for the RPSL to provide an update on priorities and actions as they are developed.
9. Conversely it is proposed that, subject to the Forum's endorsement, the Chair of the Chief Executives Forum attend Public Service Lead meetings as required to ensure cross-pollination of priorities and intervention points.
10. This will provide opportunities for the CE Forum to feed directly into the priorities and the identification of specific intervention points to address the priorities.

Working across multiple agencies

11. While the priorities are referred to as Public Service priorities, the intention is that they would resonate with local government and iwi and to this end have been influenced by the work of the CMF, Greater Christchurch Partnership (GCP) and Regional Skills Leadership Group (RSLG).
12. A diagram showing the individual priorities of the respective agencies, along with the memberships of the respective groups is provided at Attachment 2.
13. There are already connections between the groups with some joint membership, but to build on this, and support strong collaboration, the secretariats/advisors are currently establishing processes to meet regularly and share relevant information to ensure that we are working constructively for Canterbury.

Next steps

14. Subject to the decision of the Chief Executives, the secretariat will draft a letter inviting the Regional Public Service Lead to future Chief Executives Forum meetings and advise the Forum's endorsement of the Chair of the Chief Executives Forum attending RPSL meetings, as required.

Attachments

- Attachment 1: Regional Public Service Lead Update
- Attachment 2: Canterbury – Agency Priorities

Attachment 1 - Regional Public Service Lead Update

Purpose

1. This paper provides an update on progress with the Regional Public Service priorities work, which was previously outlined at the Mayors and Chairs meeting in February 2021. It also sets out timeframes for the next steps of this work.

Regional priorities for Canterbury

2. Our approach has been to build consensus around existing social and economic wellbeing concerns toward broad priority focus areas. From there, we have worked to define the problem and then identify specific 'intervention points', where we believe a joined-up approach will have most benefit. The four priorities that have been collectively identified in Canterbury are:

Improving the wellbeing of tamariki

3. This priority will look at how the system can be more tamariki-centric and whānau-focused in delivering services and supports to address the underlying causes of disadvantage.
4. Canterbury has been part of a wide range of collaborative initiatives working with and supporting tamariki and whānau. Some of these have been in response to specific traumatic events in Canterbury such as the earthquakes and the Mosque Attacks, but there are also others such as Integrated Safety Response (ISR), Children's Teams and Mana Ake. While all these require cross agency working and Governance, there is an opportunity to work more proactively and strategically to leverage off lessons learned and collectively focus on improving outcomes for vulnerable whānau.
5. Our initial intervention points for this priority will be to improve attendance and engagement at school and kura. As part of this, an inter-agency working group has been established to ensure we identify and co-ordinate agency services for young people with significant challenges and complexities in their lives, with a view to addressing chronic non-attendance at school. This work will also inform across agency service gaps, systematic barriers and identify opportunities to bring about change. Agencies include: Ministry of Education; NZ Police; Christchurch District Health Board; Ministry of Social Development; Oranga Tamariki; and Te Ora Hau.

Workforce development - transitioning Canterbury to become a more highly productive and sustainable economy

6. With a particular focus on Maori, Pasifika, youth and women, this priority will look to:
 - Increase pathways to support people into employment;
 - Match labour force to job opportunities and address sector gaps (including dairy, aged-care, fishing, nursing, seasonal work, and infrastructure jobs).
7. Canterbury's economy has slightly lower productivity and income levels compared to other regions. Lower skills/low wage sector in Canterbury mean challenges for some transitioning to higher-skilled employment. This is even more relevant as individuals and whānau grapple with loss of employment and/or income due to the impacts of COVID-19.
8. Having sufficient income contributes substantially to wellbeing. With an adequate income, an individual or household can access essential goods and services more

easily, such as quality housing, transport, food, health services, and education. It enables participation in social and recreational activities in the community. Household income affects both day-to-day decisions and activities and future prospects for all age groups.

Note: The Regional Skills Leadership Group supported by MBIE and co-Chaired by Liz Brown and Karena Brown is supporting this priority area and its plans will be a critical reference point when progressing the Workforce Development Priority

Addressing housing concerns

9. The focus for this priority is still being refined, however is likely to focus to some extent on supporting whānau to be able to access affordable housing with secure tenure, and streamlining agencies roles and responsibilities when working with community groups in trying to support whanau to maintain their tenancies.
10. Although housing in Canterbury is considered more affordable than other regions, like other areas, there is an increasing demand for emergency and public housing. Having a place to call home is critical for wellbeing. It impacts on employment, school attendance, mental and physical health, and many other facets of life.
11. In addition, we know that there are some cohorts of people with such complex issues where existing housing services alone cannot meet their needs. For this group, a greater collective response is needed if we are to stem the cycle of disadvantage and prevent future more costly interventions being required later.

Supporting Mental Wellbeing

12. The focus for this priority is also still being refined. However, there is agreement across agencies that supporting mental wellbeing should be a focus within the priorities.
13. This is because Canterbury has experienced several traumatic events over the past decade from earthquakes to the Mosques attacks to fires. We know this has had a consequential impact on people's resilience and mental health.
14. In addition, distress and chaos are commonly problems encountered by agencies across government, with associated difficult behaviours. Although there are a wide range of health services to support this group, navigation of these services and urgency of need can make this more difficult. Tackling the high numbers of mild to moderate mental health issues by making it easier for communities to navigate help available may therefore have a significant positive impact on wellbeing more generally.

Note: Given that mental wellbeing is a vulnerability factor underpinning the other priority areas, we may well choose to have it as a thread weaved throughout the priorities, rather than being a standalone priority.

Alignment to iwi and local government priorities

15. Although the priorities are referred to as Public Service priorities, they aim to resonate with local government and iwi and reflect, where possible, broad issues of commonality across our strategy/planning documents. Our intention is to collaborate as much as possible with iwi and local government and for the priorities to reflect what is important to us all in Canterbury. There is already great energy in this wellbeing space with the recent workshops led by the Mayoral Forum. For example, as noted in the Canterbury Mayoral Forum: Future for Local Government, Workshop Two Summary in May 2021, the purpose was to build on

our current strengths and stimulate existing opportunities for the wellbeing of whānau within our communities.

16. The overarching themes from that workshop were:

- Local Service Navigation
- Preventative Health
- Compulsory Education
- Housing
- Employability
- Digital Divide

17. There are already many situations where Public Service agencies collaborate and work together with iwi and local government on issues that span across our agencies, however, there is an opportunity to be more targeted on action and strengthen coordination on points of intervention across agencies.

18. Key points of alignment include:

Iwi

- Ngā Tahu 2025: Tino Rangatiratanga – “Mō tātou, ā, mō kā uri ā muri ake nei” Tino Rangatiratanga “For us and our children after us”.
- Ngāi Tahu 2025 (a living document) is about tino rangatiratanga- the ability for Ngāi Tahu create and control their own destiny; to be empowered as individuals, whānau, hapū, Papatipu Rūnanga and iwi to realise and achieve their dreams.

Local Government

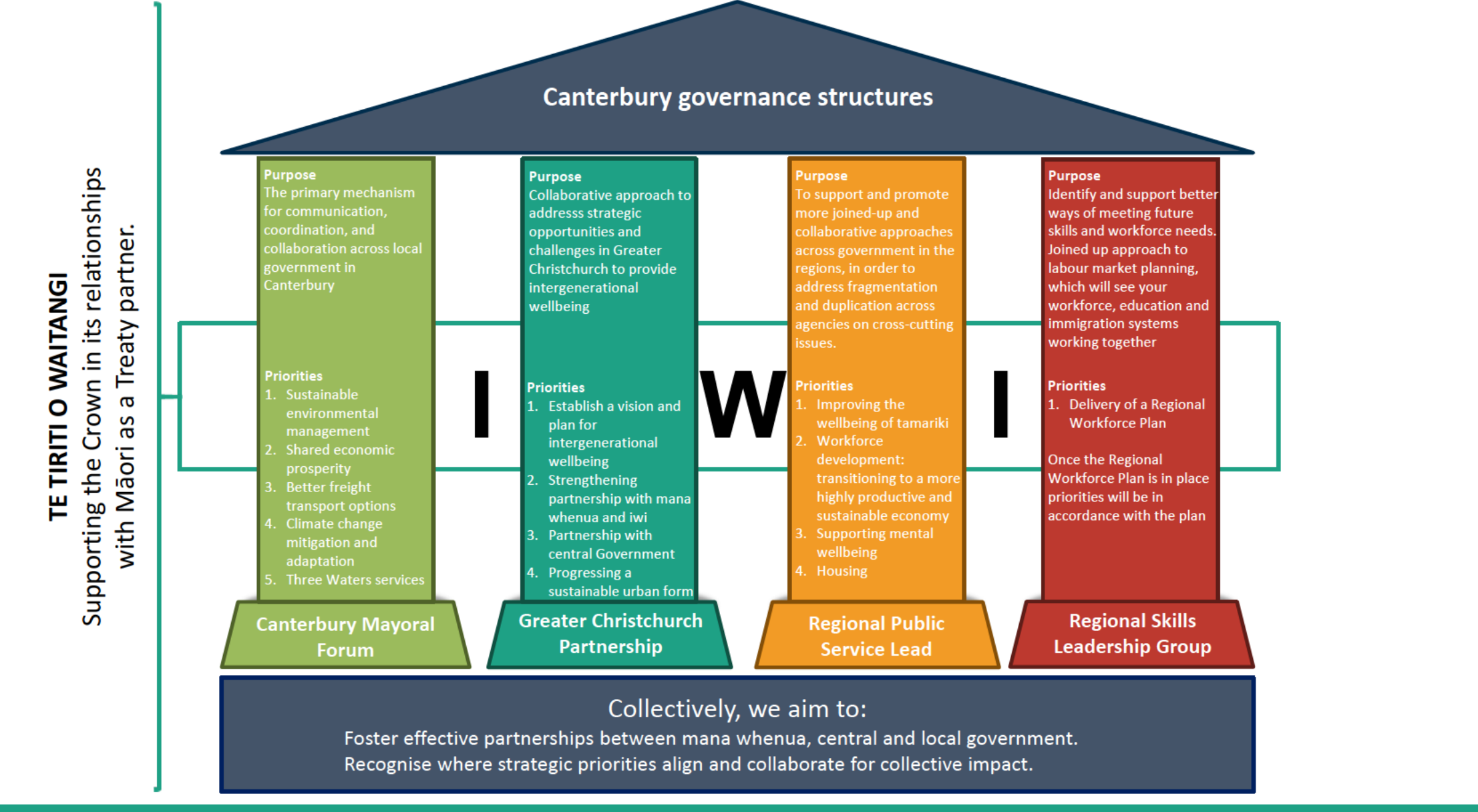
- Canterbury 2019: An Overview, noted the vision – “A strong regional economy with resilient, connected communities and a better quality of life for all”. This document provided an overview to inform the Mayoral Forum priorities.
- ‘Inclusive prosperity and improved economic and social wellbeing in Canterbury’ is a key priority on the Mayoral Forum’s plan 2020-2022.
- Greater Christchurch Partnership is developing a Greater Christchurch Partnership Plan 2050 (GC2050). This plan will set a vision for the future – describing the kind of place wanted for future generations, and the actions over 30 years to make it happen:
 - The wellbeing of people and environment is integral to this plan; how the region adapts to challenges and trends;
 - Working in partnership with mana whenua and iwi, it will help form partners’ long-term work programmes to ensure the community and economy are best placed to recover from the impacts of COVID-19.
- The Current State Assessment Summary 2020 (GC2050) includes the following:
 - People of lower incomes, who are disabled or identify as Māori or Pacifica tend to have lower levels of wellbeing than the average across economic, health and education;
 - Greater Christchurch provides a relatively good quality of life for its residents across all four wellbeings. The only areas of weakness are education attainment and incomes.

Note: Throughout discussions with Territorial Authorities (TAs), there is agreement and a desire to work more collaboratively across local/central government and with Mana Whenua - to improve the wellbeing of our communities.

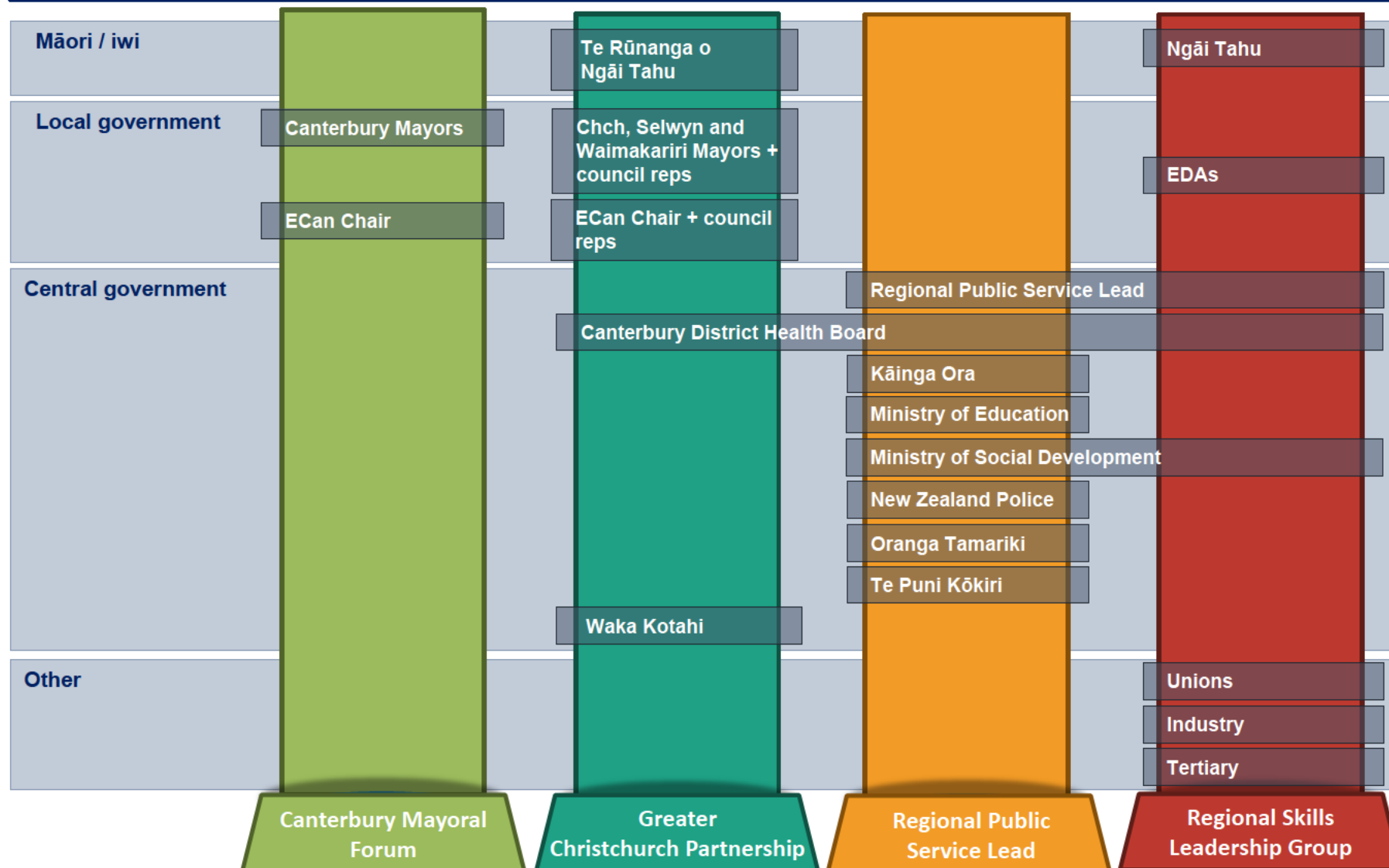
Key next steps and timelines

19. Once the priorities are more fully developed and agreed across agencies, action plans will be developed to support and resource work to address the priorities.
20. In addition, reiteration of the priorities will occur over time as needed, based on updated insights reports, action plans, strategies, community survey results etc. Like the work to address the priorities, any reiterations will also need to be collaborative.
21. A report updating Ministers on progress on the development of priorities across all regions will be prepared for the Minister for the Public Service and the Minister for Social Development and Employment. This is expected to be provided to the Ministers in late September.
22. Given the considerable alignment of our work, the Secretariats/Advisors for the Canterbury Mayoral Forum, Greater Christchurch Partnership, Regional Skills Leadership Group and Regional Public Service Lead have agreed, and are establishing processes, to meet regularly and share relevant information, including:
 - Plans/Priority Development and associated work programmes
 - Briefing papers
 - Minutes
 - Relevant planning outcomes/milestones

Attachment 2: Canterbury - agency priorities



Canterbury governance group membership and representation



All four groups are connected through collaboration and various levels of joint membership.

Processes are being established through the secretariats / advisors to meet regularly and share relevant information to ensure alignment and that the right outcomes are achieved for the region.

Date: 2 August 2021

Presented by: Hamish Dobbie, Chair Three Waters Advisory Group

Three waters service delivery review

Purpose

1. To provide options for Chief Executives to consider for further analysis and review of the Crown's three waters reforms.

Recommendations

That the Canterbury Chief Executives Forum:

1. **agree on any work that it may wish to commission collectively for further analysis and review of the Crown's three waters reforms.**

Background

2. The Mayoral Forum approved the tender of PwC on 27 November 2020 following a robust evaluation process and the project has issued the following key deliverables:
 - A1 Common Issues and Challenges (Aurecon)
 - A1 Current and Future State Report (PWC)
 - A1 Combined spreadsheet of current and future data (PWC)
 - A2 Literature Review (PWC)
 - B1 Summary of options, advantages & disadvantages (PWC)
 - B2 Shortlist of Option (PWC)
 - B3 Impact Analysis (PWC)
 - B4 Evaluation of options (PWC)
 - C Additional support for Ngai Tahu and cross-regional discussions
 - Summary of advice (Kerr and Partners)
3. Since that work was completed the Crown, through DIA, has publicly released extensive information and analysis with more detailed information to each council. There has also been a range of further announcements and policy decisions. This now places the decision making with each council, albeit subject to potential policy decisions, including mandatory involvement in the reforms.

Local Government New Zealand support

4. The Forum may be aware that LGNZ has commissioned Morrison Low to provide advice and support to Councils included in the proposed Entity D, using funding

provided to LGNZ by DIA. In turn Morrison Low has approached the Forum, through our project manager, to offer these services to the CMF as a collective. They have undertaken some work already for individual councils.

5. At this stage the complete scope for this work is still evolving, but in general we understand Morrison Low is undertaking the following:
 - a short report, explaining how the WICS household cost figures are calculated, what the key assumptions are and how they drive the answers that they do
 - help councils with understanding the wider impacts of the proposed reform (where that is necessary).
6. There may also be an opportunity for councils to look at some of the key aspects of the reform that trouble the sector generally, e.g. governance, accountability to community and councils, prioritisation of investment, how growth is managed etc and contribute ideas and solutions on these rather than waiting for the government to determine how that works.

Potential areas for further analysis

7. The table below provides suggestions for further analysis that may assist each council in their considerations. The CE Forum is well placed to consider if these or other services would assist them. Funding and commissioning the work jointly may lead to cost efficiencies and the added weight of being undertaken collectively.
8. The third item below involves a critical peer review of the investment forecasts undertaken by WICS on behalf of DIA. As these have formed the foundation of the Crown's view of the case for change, an independent assessment of the robustness of these forecasts for Canterbury may assist in councils' broader discussions with elected members, Ngāi Tahu, community and the Crown in the upcoming decision making.

Task	Description	Suggested provider	Estimated cost
Explanation of WICS forecasts for each Council	A short report, explaining how the WICS household costs figures are calculated, the key assumptions are and how they drive the assessment undertaken by WICS	Morrison Low	Nil
Entity and legislation design	<ul style="list-style-type: none"> Advise on the key aspects of the reform that may trouble the sector e.g. governance, accountability to community and Councils, prioritisation of investment, how growth is managed. Contribute advice and solutions on these to inform any negotiation with Crown and other regions. 	Morrison Low or PWC	\$30-50k ¹
Critical peer review of WICS analysis	<ul style="list-style-type: none"> Independent review on the sensitivity and robustness of the WICS analysis including: <ul style="list-style-type: none"> The applicability and accuracy of the economic metrics approach to forecasting investment The handling of the growth/DC component of the forecasts The robustness of forecasts related to investment necessary to address changing regulations The views on asset value and depreciation funding The assessment of efficiency gains And other related matters This will include <ul style="list-style-type: none"> comparison with LTP and related data, A sample of case studies to ground truth the investments forecast by WICS (with support from individual Councils) 	PWC	\$75-100k

Financial Implications

9. The work to date has cost \$419,232, with \$10,768 remaining in the budget (see agenda item 10). This would be sufficient to project manage the Morrison Low work that is otherwise funded by LGNZ.
10. Additional funding will be required to undertake the more in-depth review.

¹ Potential for some contribution from LGNZ for Morrison Low's services, however this is to be confirmed, and there may be a preference to seek alternative professional advice.

Date: 2 August 2021

Presented by: Hamish Riach, Chair

Future for local government update

Purpose

1. This paper provides a summary of recent Mayoral Forum activities regarding the future for local government.

Recommendations

That the Canterbury Chief Executives Forum:

1. note the information in the paper.

Background

2. The Minister for Local Government announced there will be an independent review into the future for local government in April 2021.
3. The Canterbury Mayoral Forum has held two facilitated workshops on the future for local government, the first on 19 March (prior to the review announcement) and the second on the 28 May. The Chair and Executive Director of the Review Panel participated in the second workshop.
4. The CMF invited the chairs of the ten Canterbury papatipu rūnanga and regional representatives from central government agencies (health, education, social development, corrections, housing).
5. The purpose of the initial workshop was to look at how local government can proactively support the wellbeing of whānau in local communities and focused discussion on:
 - a current assessment of local government service provision across the region
 - reimagining service provision based on intergenerational wellbeing and whānau
 - creating a long list of priority focus areas for an emergent strategy
 - how local government leaders might take a leadership role with central government.
6. The second workshop was held on 28 May following the Mayoral Forum meeting with the same group as above. The purpose of the workshop was to discuss how to contribute to, and influence, the Review into the Future for Local Government to bring

the best possible outcomes for communities and to revisit the priority areas from the first workshop.

7. The Chair of the Review Panel, Jim Palmer, and supporting Department of Internal Affairs staff participated in this workshop. The workshop was a useful opportunity to hear directly from the Review Panel Chair and executive staff about the approach and process for the review.
8. The summaries from Workshop 1 and Workshop 2 are provided at Attachment 1.

Review into the Future for Local Government – 2 July workshop

9. On 2 July the Government's Review into the Future for Local Government held a workshop for representatives (elected and officer) from all Canterbury councils. Participants were asked to respond to two key questions:
 - What is local government great at? What makes you proud to be part of local government/governance?
 - What future opportunities could local government focus on, that would support community wellbeing?
 - early opportunities – next few years e.g. social procurement, rationalise LTP/Annual Plan processes
 - longer-term opportunities – up to 30 years e.g. co-governance with mana whenua, partnerships to deliver social services, climate change adaptation, public health.
10. The review team has circulated the raw information from the workshop to all those who participated.
11. The first report (an interim report) from the review panel is to be presented to the Minister signalling the probable direction of the review and key next steps by 30 September 2021.

Health reforms

12. Following CMF Workshop 2 on the Future for Local Government it was agreed that CMF should hold a workshop with the Chairs and Chief Executives of the Canterbury and South Canterbury District Health Boards to consider the upcoming health reforms. This workshop was held on Monday 5 July and the summary is provided at Attachment 2.
13. The Chairs of the respective health boards provided a summary of the changes and identified opportunities for local government to engage in the process.
14. By July 2022 all District Health Boards will come under a single entity called Health New Zealand. There will be four regions, with the South Island being one region. Each region will have its own CEO, who will report back to the CEO of Health New Zealand. It is

proposed that each region will be split into localities, and while they have yet to be confirmed have been described as covering between 20,000 and 250,000 people.

15. The reforms are progressing rapidly, with the appointment of interim Chief Executives for Health New Zealand and each of the four regions, and interim board members for Health New Zealand expected in September 2021.
16. Both Chairs of the District Health Boards strongly suggested that there would be value in the Canterbury Mayoral Forum facilitating a meeting, with the rest of the South Island local authorities, and the Minister of Health, interim Chief Executives of Health NZ, the South Island region and the transition team to articulate to them expectations for local input into the health agenda for our communities.
17. Actions from the health reform workshop included contacting the Chair of LGNZ Zone 6 to consider a South Island hui with the Minister of Health, interim Chief Executives of Health NZ and the South Island region, including the health reform transition team.
18. It is proposed that the health reforms will be put on the agenda for the upcoming LGNZ Zone 5 and 6 meeting scheduled for October.
19. To help support these discussions it was also suggested that the Mayoral Forum's Canterbury Wellbeing Overview 2019 be reviewed and updated, including additional health metrics from across all agencies.

Other reforms

20. There are challenges involved with engaging through the Review of the Future for Local Government when there are also the Three Waters Reform (see item 5) and Resource Management Reform (see item 12) that will impact on the future for local government.
21. The future for local government needs to be considered in light of all the current reforms that are occurring.

Next steps

22. The Secretariat will review and update the Canterbury Wellbeing Overview 2019, including metrics from across a variety of agencies as appropriate.
23. The Secretariat will support the LGNZ Zone 5 & 6 secretariats in the health reform agenda item for the upcoming LGNZ Zone 5 & 6 meeting in October.

Attachments

- Attachment 1: Mayoral Forum Future for Local Government workshop summary reports –19 March and 28 May 2021
- Attachment 2: Mayoral Forum Future for Local Government – Health reforms workshop summary notes – 5 July 2021

CANTERBURY MAYORAL FORUM

Supporting the wellbeing of whānau in our local communities

WORKSHOP SUMMARY
APRIL 2021

**CANTERBURY
Mayoral Forum**

Whānau First

The introduction of intergenerational wellbeing within local government represents a significant shift from our current focus on asset management.

At the heart of intergenerational wellbeing is the support and fostering of extended whānau within our communities.

A province that can support the complex dynamics of whānau creates a resilient platform for future prosperity.

WORKSHOP PURPOSE

How might we proactively support the wellbeing of whānau in our local communities?

THE BACKDROP

The local government sector is facing a significant period of change, uncertainty, challenge and opportunity. Reforms to the three waters system and resource management, as well as responding to issues such as COVID-19 and climate change are challenging us to transform how we service our local communities.

Core Focus

- A current assessment of LG service provision across Canterbury
- Reimagining service provision based on intergenerational wellbeing & whānau
- Creating a long list of priority focus areas for an emergent strategy
- Discussions how might we take a leadership role with Central Government

REPORT OUTLINE AND APPROACH

SURVEY SUMMARY

A survey was completed by all Canterbury councils It asked them to rate their level of involvement in a range of community services, including:

1. Health
2. Aged Care
3. Social Housing
4. Social Services
5. Pre-school
6. 5-18 Education
7. Vocational Training
8. Public Safety

SCENE SETTING

An extended whānau persona was presented highlighting their wellbeing needs based on statistical probability.

The objective of the session was to put whānau at the centre and consider a future council model that was responsive to their wellbeing needs.

WORKSHOP OUTPUTS

Participating Mayors, Chief Executives, central government agencies and Rūnanga explored a range of challenges and opportunities to enable whānau.

The summary of the discussion highlighted areas where council can play a leadership or supporting role in increasing the subjective wellbeing of its citizens.

LONG LIST

The two-hour session produced a long-list of focus areas that require further validation and prioritisation.

One of the objectives of the next session is to prioritise the long-list into a set of actions that will achieve maximum impact.

THE LOCAL GOVERNMENT ACT 2002

Purpose

The purpose of this Act is to provide for democratic and effective local government that recognises the diversity of New Zealand communities; and, to that end, this Act—

- A. states the purpose of local government; and
- B. provides a framework and powers for local authorities to decide which activities they undertake and the manner in which they will undertake them; and
- C. promotes the accountability of local authorities to their communities; and
- D. provides for local authorities to play a broad role in promoting the social, economic, environmental, and cultural well-being of their communities, taking a sustainable development approach.

Canterbury Wellbeing Service Provision

SURVEY SUMMARY



Health Services



Aged Care



Pre-school



5-18 Education



The wellbeing services survey highlighted high involvement in social housing and public safety, but low involvement across all areas of education.

It was expressed, that high involvement often reflected investment in physical assets, rather than the wellbeing of people. Comparatively the investment in wellbeing services is very low.



Social Housing



Social Services



Vocational Training



Public Safety



SCENE SETTING - STATISTICS

With its relaxed lifestyle, great schools and access to nature, Canterbury is often considered a great place to raise a family. However, the statistics tell a different story. How can we make the wellbeing of whānau the core of our provincial purpose?

Cultural Diversity

NZ European: 68%
Māori: 7%
Chinese: 3%
British: 1.6%
Samoan: 1.6%
Indian: 1.3%
Filipino: 0.9%

Families

Average number of children per family: 2.8

Average age to start a family: 30.5

Step-Families

18.4% of children live in shared care by age 16

Post-EQ Divorce

Up 25% in 2011/2012

Alcohol

1 in 5 New Zealanders drink alcohol hazardously

First Home Buyers

18.3% annual house price increase 2020-21
Current Canterbury average house price \$560,000.
Deposit required: \$116,000
Equates to nine years to save for a deposit for first home buyers.

Employment COVID Impact

The number of women employed dropped 8.4%

The number of Māori women employed dropped 20.5%

Cost of 0-2 year old

The average annual cost of a baby, including childcare, is \$15,000 per year

Truancy

Moderate to chronic school absence is 18.1%

Retirement

39.6% of 65-69 year olds are still working

Accessibility

A quarter of NZ's population identify as disabled

Mental Health

17% of adults reported being diagnosed with a 'mood disorder'

People living in the most deprived areas are 2.5 times more likely to be seen by mental health and addiction services

Burnout

40% of the New Zealand work force are unhappy in their jobs

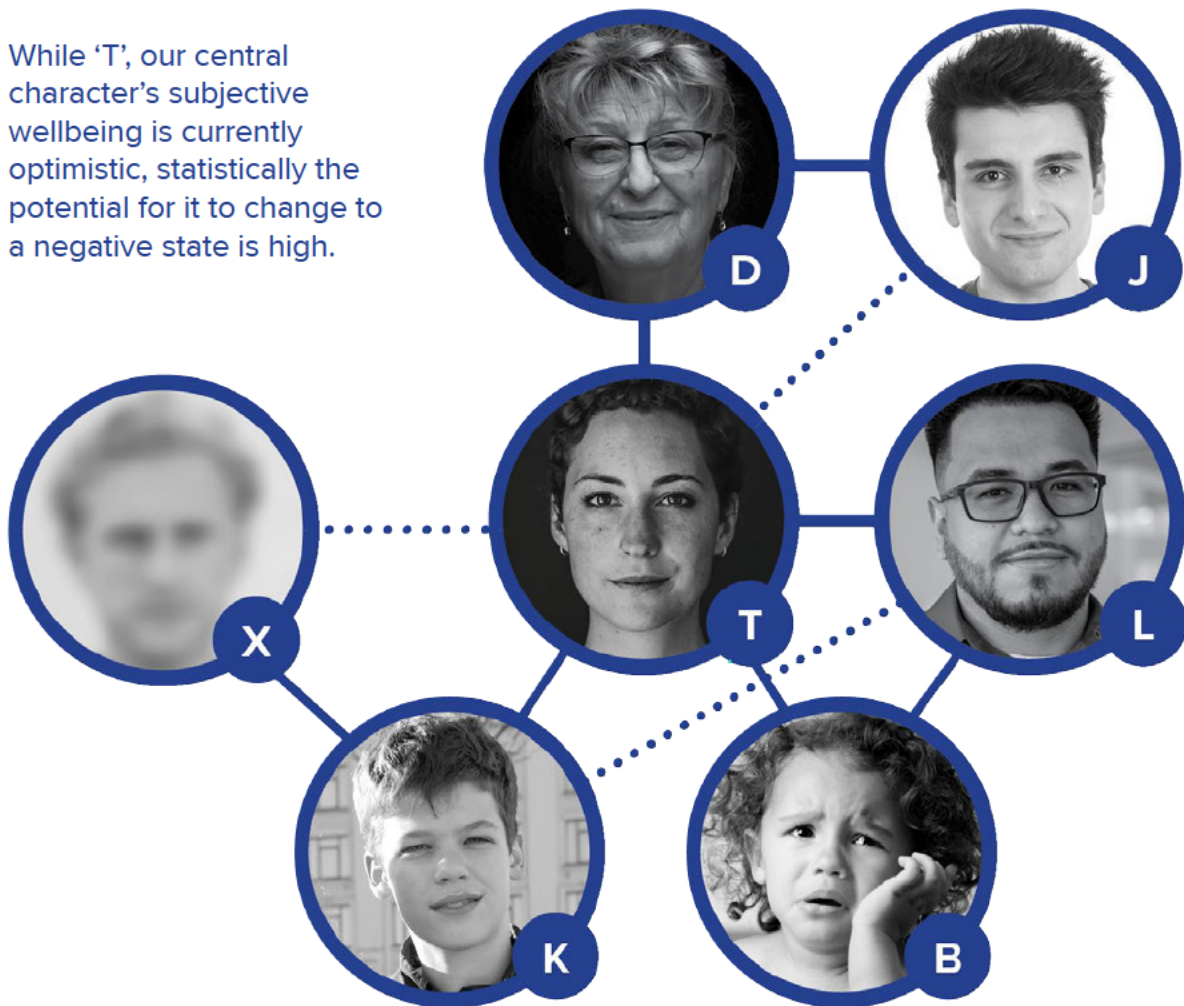
Racial Violence

52% of racial violence in NZ occurs in the South Island

SCENE SETTING - EXTENDED WHĀNAU PERSONA

An extended whānau persona was presented to highlighted the vulnerabilities within a family dynamic.

While ‘T’, our central character’s subjective wellbeing is currently optimistic, statistically the potential for it to change to a negative state is high.



T: Mother of two. Shared care. Made redundant due to COVID. Currently retraining.

L: T’s partner. Sole income. Immigrant. Impacted by racial bias. Potential for burnout.

D: T’s Mother. Over 65, but still works part-time. Cares for B two days a week.

J: T’s brother. Moved back home with D due to mental health issues.

K: T’s first son. Starting to skip school

B: T & L’s son. Pre-school’s a major expense

X: T’s ex. History of alcohol abuse.

PUTTING WHĀNAU AT THE CENTRE

With the premise that Local Government can offer fit for purpose solutions based on local needs, participants were asked to highlight a range of ideas that would have an impact on wellbeing.

CENTRAL GOVERNMENT

Generic
Population
Services

The line between Central
and Local Government
Is not clear-cut.



WORKSHOP OUTPUTS

Overarching themes:

Put whānau at the centre,
and wrap services around them

Convening sustainable initiatives
with long-term partnership
funding agreements

The need to break down
silos in order to achieve
true systems change

WORKSHOP OUTPUTS - COMMUNITY NEEDS

When analysing the range of discussions, the themes were split into community needs and operational needs.

All focus areas were rated as having potential for high impact, the only variation being effort.

Effort:   
Low Med High

- | | |
|--|---|
|  1. Housing <ul style="list-style-type: none">• Social housing• Affordable housing• Housing first trust• Resource Management reforms |  6. Health & mental health <ul style="list-style-type: none">• Strategies for local funding• Build capacity of individuals so they don't reach dependence |
|  2. Homelessness <ul style="list-style-type: none">• Create closer links with City Mission and other services |  7. Recreational Services and Facilities <ul style="list-style-type: none">• Improve health outcomes• Reduce carbon use• Attract small organisations |
|  3. Compulsory education <ul style="list-style-type: none">• Location and zoning, and its impact on size of schools and communities• % of young people being provided adequate food• Influence on curriculum - understanding of Civics |  9. Community Hubs & Events <ul style="list-style-type: none">• community kitchens• Promote connection• & inclusion |
|  4. Education <ul style="list-style-type: none">• Lifelong learning• Te Reo• Migrants - English as a second language• Influencing the curriculum• Supporting Young People• Healthy lunches |  8. Community safety <ul style="list-style-type: none">• Partnership with Police |
|  5. Service Navigating <ul style="list-style-type: none">• Access and connection• Provide clarity about what support is available |  9 Employability <ul style="list-style-type: none">• Link between planning power, procurement, employment and skills. |
| |  10. Digital Divide and Connectivity <ul style="list-style-type: none">• Working with Schools, Libraries and Tech Companies• Connection with employment and jobs |
| |  11. Flood Protection & Infrastructure <ul style="list-style-type: none">• future proofing in the face of climate change |

WORKSHOP OUTPUTS - OPERATIONAL NEEDS

The operational needs could be clustered into considerations across four phases of implementation; connect, partner, fund and deliver. Discussions pointed to a need for a greater focus on integrated, sustainable partnerships.

1. Connect

- Use Council's power to convene and bring people together
- Develop approaches for council to gain a deeper connection and understanding of community needs.
- Human Connection. Every community is different, whether its a rural town or urban suburb, there needs to be someone knowledgeable in each community to ask for advice and support.
- Close the digital divide, to enable better communication and inclusion.
- Change the community's perception of council. Build trust and empathy.

2. Partnership

- Central Government with Local Government
- Local Government with Rūnanga, community groups and schools
- Community and Police working with education to tackle issues beyond the school gate
- Long-term impact projects alongside Rūnanga

3. Funding

- Securing long-term projects within Central Government's continuous shifts in focus
- Scoping Central Government funding. Fill a need, where they don't have a service delivery model
- Social procurement
- Trusts and commercial organisations (CSR)
- The rates model - currently property & asset focused not people focused

4. Delivery

- What can local government lead, enable, or advocate for?
- Bespoke delivery mechanisms that suit local needs
- Partnerships models to maximise impact and reduce duplication in delivery
- Break down the silos
- A village approach - smaller communities, equals more care

NEXT SESSION

The Future for Local Government

Friday 28 May, 9:30-12:30

At Clearwater

WORKSHOP AGENDA

Recap on discoveries
from workshop one.

Explore opportunities
to integrate and activate.

CANTERBURY MAYORAL FORUM

Future for Local Government

WORKSHOP TWO SUMMARY

MAY 2021

**CANTERBURY
Mayoral Forum**

Taking a ‘Strengths-based’ approach.

Local Government exists to
strengthen local values,
wellbeing and identity.

Canterbury’s opportunity is to
stimulate the high trust relationships
emerging between its governance
organisations to lead in delivering
holistic outcomes for the community.

WORKSHOP PURPOSE

To build on our current strengths and stimulate existing opportunities for the wellbeing of whānau within our communities.

SUMMARY

The May 2021 workshop represented the beginning of the Future for Local Government Review. In a two-way discussion, the review team and the Mayoral Forum explored the preferred future for local government. The session concluded by highlighting a range of actionable partnership projects that exercise the inherent strengths of local governance in the community.

Core Focus

- Building familiarity of the review team, their kaupapa and process.
- Begin a two-way dialogue between the review team and the Canterbury Mayoral Forum.
- Develop collaborative projects that enable wellbeing within our local communities

OVERVIEW

INTRODUCING THE REVIEW PANEL

Jim Palmer
Bryan Patchett
Sarah Polaschek

Fielded questions regarding their process and remit. The initial phase is to engage with governance organisations across NZ to report on their strengths opportunities and challenges.

STRENGTHS AND OPPORTUNITIES

The Mayoral Forum and other representatives responded to two questions set by the review team:

1. What are the strengths and successes of the current system?
2. What are the opportunities to improve the local government system?

OPPORTUNITIES FOR ACTIVATION

Tables then built on discoveries from the March Workshop to identify latent, actionable opportunities for community wellbeing.

The activations were framed based on a community need and local pioneers servicing that need.

FORUM FOR OPPORTUNITY

Synthesising the outcomes from both March and May’s workshops into an action plan.

The core outcome from the March session was to develop more integrated sustainable partnerships. May’s workshop highlighted opportunities to action.

SUMMARY

Purpose and scope of the the Future for Local Government review

The Minister is seeking recommendations from the Review that look to achieve:

- a resilient and sustainable local government system that is fit for purpose and has the flexibility and incentives to adapt to the future needs of local communities;
- public trust/confidence in local authorities and the local regulatory system that leads to strong leadership;
- effective partnerships between mana whenua, central and local government in order to better provide for the social, environmental, cultural, and economic wellbeing of communities; and
- a local government system that actively embodies the Treaty partnership, through the role and representation of iwi/Māori in local government, and seeks to uphold the Treaty of Waitangi (Te Tiriti o Waitangi) and its principles through its functions and processes.

SUMMARY

Strengths and Successes

TABLES WERE ASKED:

What are the strengths and successes of the current local governance system?

The key strength of local governance is its social licence to service the unique needs of the community.

Local governance is:

- Accountable
- Visible
- Agile
- Trusted

INSIGHTS

- We are agile and can be creative collectively
- We are accountable and visible
- The more local we are, the more the community can connect
- Our Mayoral leadership and influence
- Our ability to convene both private and public organisations from within our communities and lead in times of crisis
- We are elected locally and have a mandate to act within the interests of the community
- Our relationships with Rūnanga and Iwi
- Nature of Canterbury - We enable innovation
- Community governance structures, such as schools, allow people to see themselves as integral to community, creating trust
- Local governance allows local issues to come to the fore and be dealt with
- The willingness to get community views, including Mana Whenua and influence decisions.
- Local people, local accountability to local solutions
- The trust in relationship between ourselves as elected members in our communities that we represent

SUMMARY

Short-term Opportunities

TABLES WERE ASKED TO:

Identify two or three early opportunities

Building capability across all governing organisations to enable more collaboration.

Capturing evidence (data) of the social innovation happening in Canterbury.

- Be Agile
- Collaborate
- Showcase
- Streamline

INSIGHTS

- Take the opportunity to rationalize and strengthen the LTP and Annual Plan process.
- Look towards exemplars such as the Mayor's Task Force for Jobs
- Take the early opportunity to work in a greater partnership with TLAs, ECan, EPAs, Taumata Arowai and Mana Whenua
- Co-governance with Mana Whenua and greater connection there
- Implement nationally comparative wellbeing indicators
- Showcase more of what we're good at, and how that shows we're delivering on wellbeing
- Reframe 'local government' to 'local service delivery' to change the context
- Be evidence based. Speak directly to the government's wellbeing agenda, because Treasury can speak to all government departments.
- Streamline processes and build capability and capacity, particularly from Ngai Tahu's perspective so that we can engage properly and be adequately resourced
- Have a holistic approach to how engagement happens. For example, a structure such as navigators that come from the community who go out and empower community and whanau.
- Less time discussing and more time doing.

SUMMARY

Long-term Opportunities

TABLES WERE ASKED TO:

Identify six long-term opportunities to significantly improve the local government system?

Working with Mana Whenua to achieve intergenerational wellbeing.

A share of local consumption tax to reinvest into projects that improve intergenerational wellbeing.

An evidence-driven framework that is responsive to community needs.

INSIGHTS

- Improve trust and confidence with factual data
- Examine the process and the value of the long term planning process
- Build capability within our partnership with Mana Whenua
- The wider our network the stronger we will be because we have capability
- Capability building to ensure a high level of understanding of different governance, from Mana Whenua to community
- Consideration of the flow on effect when one part of government makes a decision – how does it flow on to others?
- Consumption tax should be shared to create sustainable economic growth, which funds future sustainable economic growth for our communities
- Shift the relationship between central and local government from 'parent-child' to an equal partnership
- Develop a framework that identifies the hierarchy of needs across the broader community Recognise and address the local differences and prioritise of each of those groups
- Develop a more integrated approach of delivery across a range of activities. For example, making infrastructure decisions based on health and wellbeing of our communities
- Progress in legislation to ensure Mana Whenua have input into local decision making

ACTIVATIONS

Putting our local strengths into practice



OUTCOMES

Actionable opportunities

Building on the areas of focus from the March session, tables were asked to identify a wellbeing need within the community and highlight pioneering organisations or individuals who are enabling transformation of communities.

1. Kaiārahi

Concept:

A network of Kaiārahi (navigators) identify areas of community need, orientate citizens and influence prioritisation of resources.

Wellbeing need:

Navigating the wide range of social services is often challenging and overwhelming. Depending on your personal network, you may not get the best advice you need.

Pioneers:

[Together Hurunui](#)
[Whānau Ora](#)

2. Mental Health

Concept:

Working in partnership with the local health authority to provide early support and guidance to whānau impacted by mental health.

Wellbeing need:

Whānau and friends are the early-responders to mental health problems in the community. It is difficult to get support until the situation has escalated to harmful levels.

Pioneers:

[No Wrong Door](#)

3. Pathways

Concept:

Work with schools and tertiaries to provide more personalised and localised pathways to meaningful employment.

Wellbeing need:

Whether young or old, finding or transitioning to meaningful employment is challenging. Securing effective, relevant, localised guidance can reduce stress and build confidence.

Pioneers:

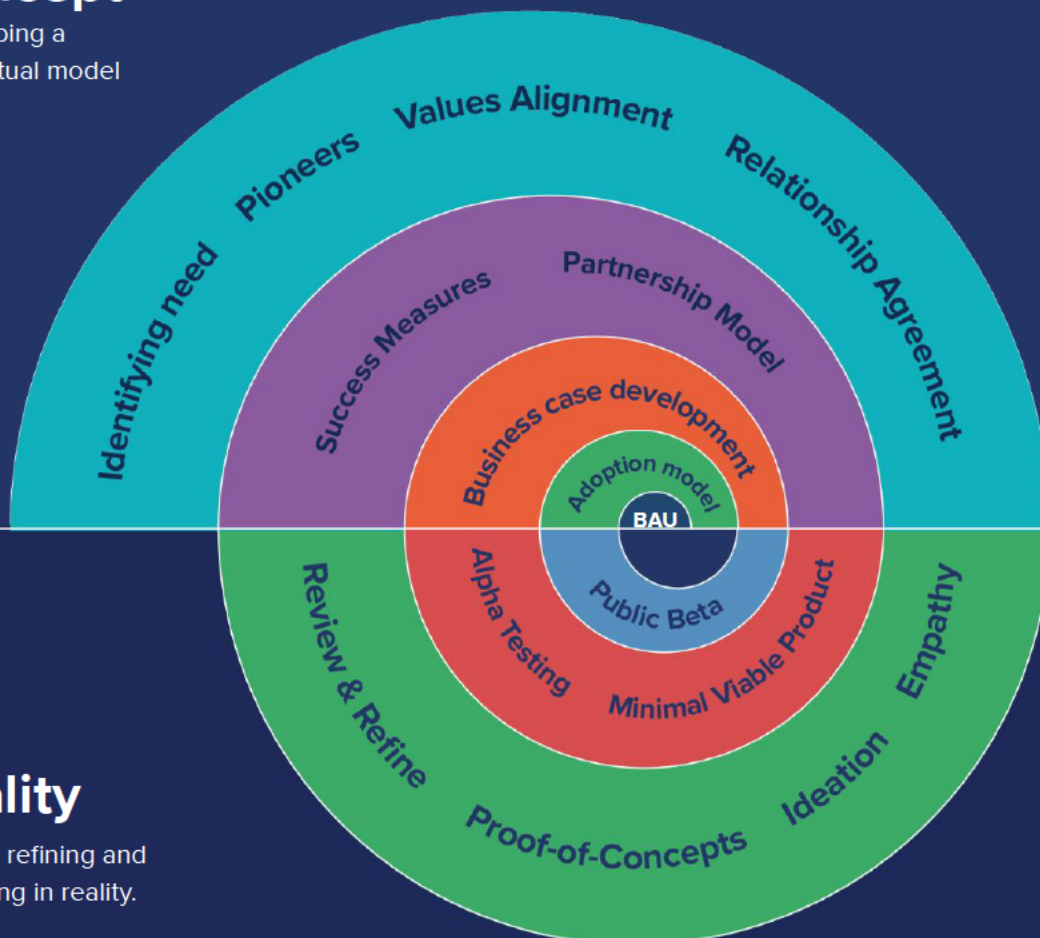
[Big Brother, Big Sister](#)
[24/7 Youth](#)

MODEL FOR TRANSFORMATION

Enabling an operational shift from business-as-usual to a new model of partnership requires an open mindset throughout an iterative process of testing and refinement.

Concept

Developing a conceptual model



Reality

Testing, refining and improving in reality.

This diagram highlights that the journey from the conceptual proposal of a new approach, partnership or model of operating goes through many iterations before reaching business-as-usual.

The majority of the journey is a process of discovery, capability building and learning. Each step provides the evidence and insight required to make the next step.

IMMEDIATE ACTION

Combining our focus on local solutions to wellbeing with the current health reforms.

The collective observations point towards more integrated partnerships operating at a hyperlocal level. The overarching objective is to offer guidance to whānau and citizens in need early, and at the places they engage at, rather than expecting them to come to us.

LEVERAGING LOCAL SERVICE CENTRES

With our network of libraries, recreation centres, pools, community centres and other facilities, local council provides the best platform of hyperlocal interfaces to the community.

There is opportunity for these community centres to provide a range of wellbeing support through integrated partnerships with other specialist social services.

CAPABILITY, FUNDING AND DATA

The shift towards measures of wellbeing requires a new level of pastoral care from public sector staff. This shift in focus will require capability development to enable staff to identify and orientate citizens towards appropriate specialist services.

Mechanisms within government need to be established to appropriately fund 'connector' roles within partnerships.

By aggregating the insights we can better measure the impact of resourcing and localised interventions.

NEXT STEPS: DEVELOP A PARTNERSHIP PROPOSAL

Convene a meeting with relevant decision makers to develop a proposal that meets the needs of the health reform, local government's wellbeing mandate and our local communities.

Local government is one of the most important institutions our species has created for expanding human wellbeing.

PAUL DALZIEL

Deputy Director,
Agribusiness and Economics Research Unit,
Lincoln University

CANTERBURY MAYORAL FORUM

Health Reforms & Community Wellbeing

WORKSHOP SUMMARY
JULY 2021

Shaping the future of Health NZ, South Island.

The Mayoral forum has an opportunity to influence the Health and Disability System Reform, due to its local representation and influence across the South Island.

By advocating for a collective voice across all South Island localities we can have the greatest impact and ultimately align directly to the Reform's operating structure.

WORKSHOP PURPOSE

To identify opportunities to influence the Health Reform at a regional and locality level.

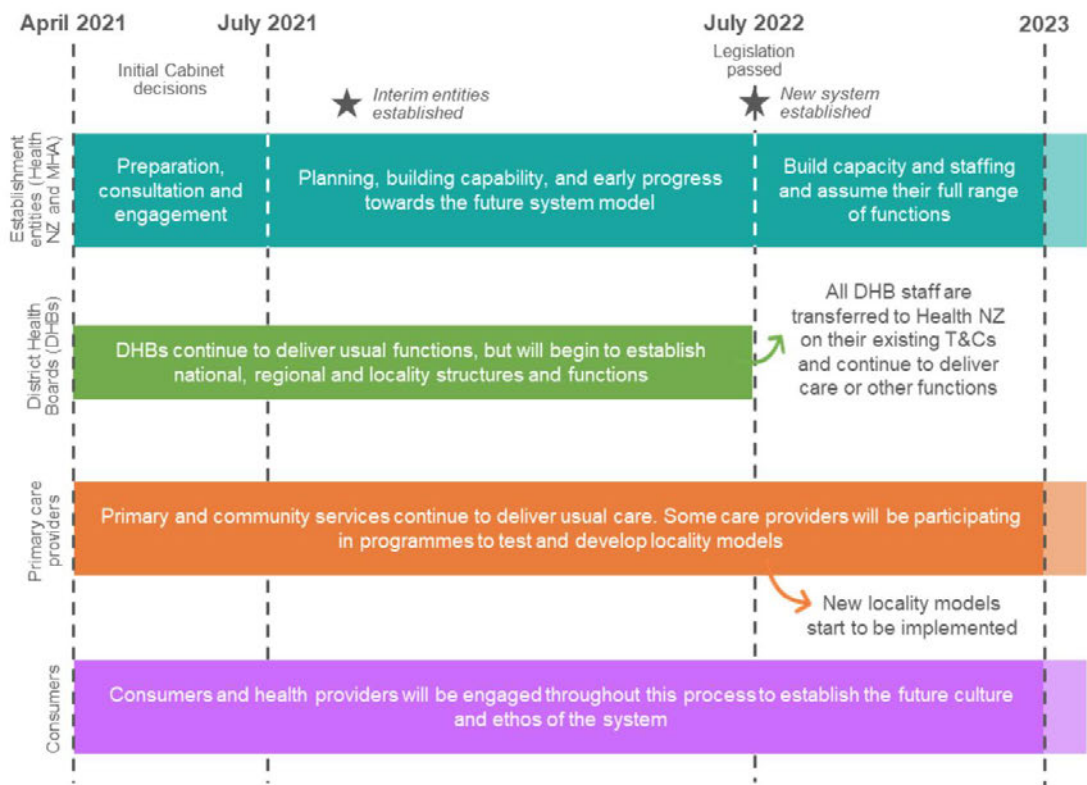
SUMMARY

By July 2022, all DHBs will come under a single entity called Health NZ. The country will be split into four regions. The South Island (including Tasman / Marlborough) will be one region. Each region will have its own CEO who will report back to the CEO of Health NZ. Each region will be split into localities. Localities are yet to be confirmed, but have been described as covering between 20,000 - 250,000 people.

Key Issues

- Engagement throughout the process to establish the future culture and ethos of the system.
- In 12 months (July 2022), the ‘Locality’ model will start to be implemented
- How can we advocate the potential of local government-led community health and wellbeing during the set-up of Health NZ?
- Who will lead the SI conversation?

HEALTH REFORM TIMELINE



OVERVIEW

The Health Hui was framed by two core questions.

Both questions were reframed by the group based on insights shared by Sir John Hansen (CDHB CHair) and Ron Luxton (SCDHB Chair), and other discoveries throughout the discussion.

- 1. How do we ensure local input into community wellbeing and preventative health services?**
- 2. How do we advocate for a co-designed system where community voices are heard?
And how do we codify this?**
- 3. What are our immediate next steps?**

“We can't afford to go on building billion dollar hospitals, we are going to have to do more in the community.”

– **SIR JOHN HANSEN**

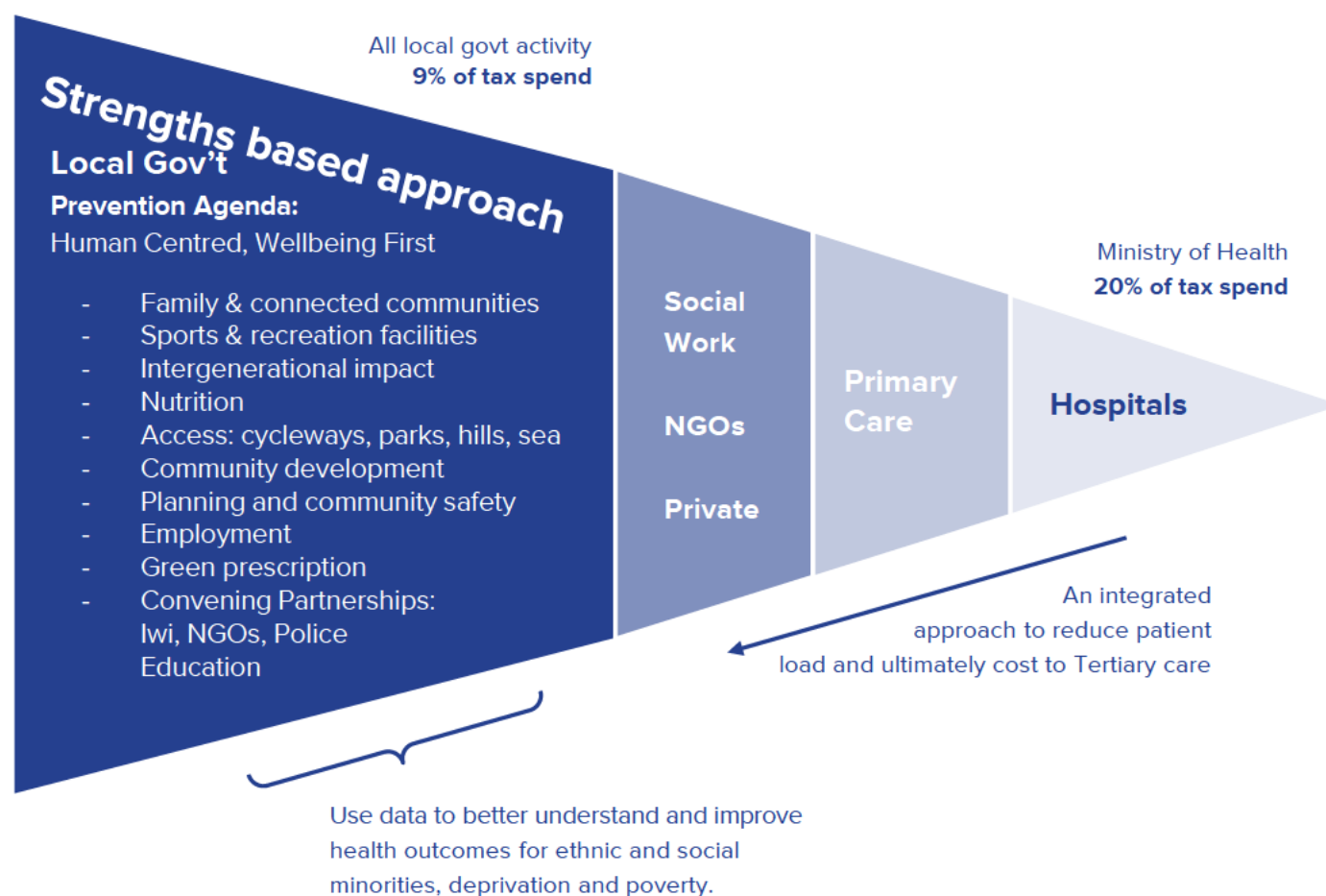
Chair
Canterbury
District Health Board

SESSION 1

How do we ensure local input into community wellbeing and preventative health services?

INSIGHTS

- Use cross-agency data to create regular stock-takes of health and wellbeing metrics.
- Use data to understand current demographics and model future needs.
- Strengthen the prevention agenda already taking place within local government.
- Reinforce the 'Wellbeing First' focus of local government.
- Highlight how properly resourced local government health and wellbeing promotion reduces burden on Primary and Public Health.
- Clearly support Iwi needs within Regions and Localities.
- Build on local trust through a people first approach.
- Ensure local voices are channeled through to Health NZ. Local government already has systems in place.
- Central government need to be careful not to overreach.



“If people are gainfully employed, have warm, healthy, dry homes, their health outcomes are going to improve.”

– **RON LUXTON**

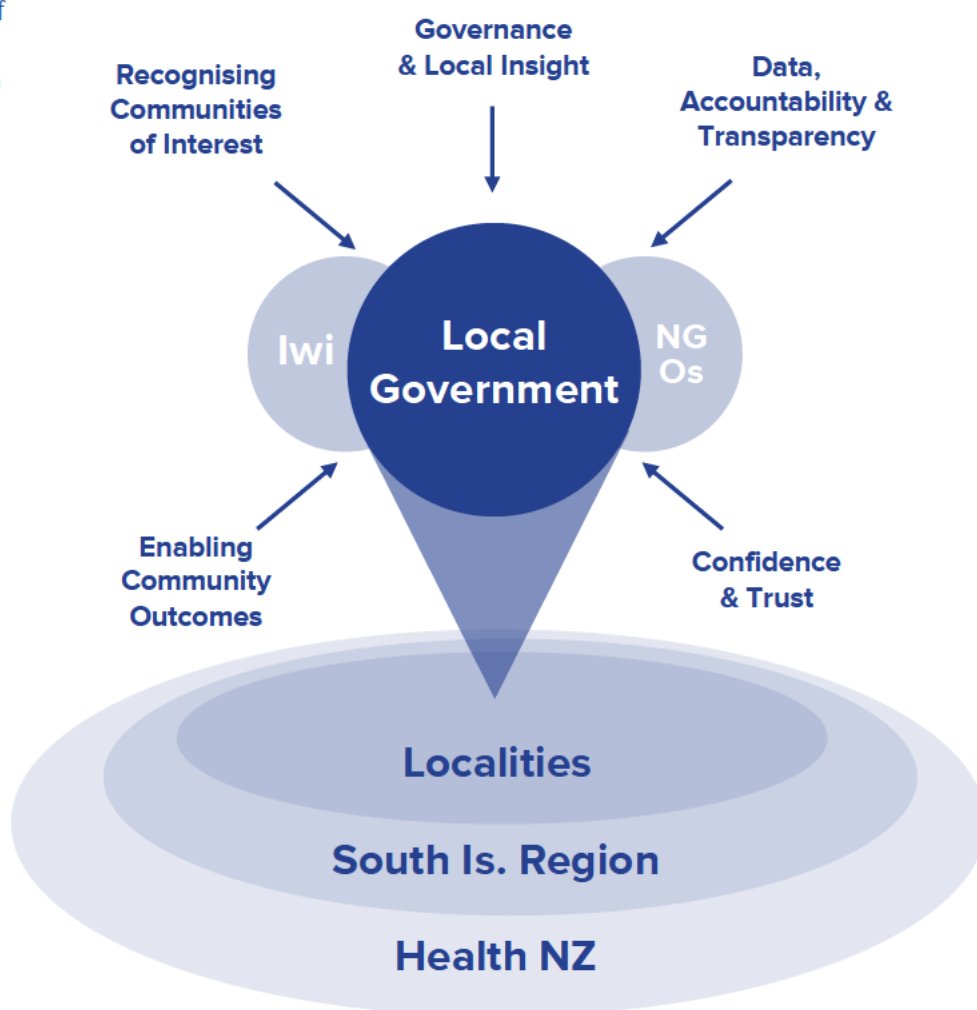
Chair
South Canterbury
District Health Board

SESSION 2

How do we advocate for a co-designed system where community voices are heard? And how do we codify this?

INSIGHTS

- The social determinants of health are still a huge factor in the health system – local government represents so much:
 - Healthy Homes
 - Employment opportunity
 - Education
 - Recreation
- An integrated partnership focused on outcomes, involving Health, Local Authorities and Social Services.
- Ensure the community outcomes of Localities are clear and accountable.
- Use the Long-term Plan model and community wellbeing outcomes framework to codify.
- Local Government has structures in place to give local stakeholders a voice and create platform for collective contribution.
- Be principles based:
 - Prevention focused
 - Inclusion, equity, access
 - Treaty grounded
 - Diversity



Creating opportunity to influence community wellbeing outcomes at a Locality and South Is Region level.

SESSION 3

What are our immediate next steps?

Preparing a proposition for South Island councils to engage with the Health Reforms

INSIGHT / OPPORTUNITY

- Should be inclusive of all South Island LGAs. Opportunity to discuss with South Island councils at LGNZ Conference.
-

- Convene a South Island Health Hui with transition team and Health Ministry.
-

- Use and highlight cross-agency data to create regular stock-takes of health and wellbeing metrics
-

- Include perspectives from other councils and local agencies (e.g. Education and Police), as well as Iwi and NGOs.
-

ACTION

- Nigel Bowen to call Bryan Cadogan (Mayor Clutha Council and Chair of LGNZ Zone 6 – lower part of SI) and Sam to talk about a possible hui involving all South Island councils.
-

- Schedule Hui after the LGNZ Conference. Invite key officials (upcoming LGNZ Zone 5&6 meeting - October)
-

- Review and update Mayoral Forum's [Canterbury Well-being Overview 2019](#).
-

- Engage all relevant organisations to create a stocktake of all health metrics across all agencies.
-

CONTACT

**Canterbury Mayoral Forum
Secretariat**

secretariat@canterburymayors.org.nz

Maree McNeilly

Phone: 027 381 8924

Date: 2 August 2021

Presented by: Bede Carran, Chair, Corporate Forum

Improving collaborative procurement in Canterbury

Purpose

1. This paper provides an update on the work of the Corporate Forum to improve collaborative procurement in Canterbury and seeks endorsement to investigate the feasibility and value of a collaborative procurement model for Canterbury.

Recommendations

That the Canterbury Chief Executives Forum:

1. **endorse the Canterbury Corporate Forum progressing work to investigate the feasibility and value of a model for collaborative procurement in Canterbury**
2. **agree to the appointment of an external contractor, up to a cost of [REDACTED] to complete the investigation into a model for collaborative procurement in Canterbury**
3. **require the Canterbury Corporate Forum to report to the November Chief Executives Forum with a recommended collaborative procurement model for Canterbury.**

Background

2. The Mayoral Forum's three-year work programme notes the following action for the Corporate Forum:
 - *Develop a proposal for consideration by member councils for a joined-up procurement system/service for Canterbury councils, including legal services provisioning.*
3. Improving collaborative procurement has been an ongoing area of focus for the Corporate Forum.
4. At the Corporate Forum's June meeting, members received a presentation from Stephen Boyle, Chief Executive of Bay of Plenty Local Authority Shared Services (BOPLASS), a council-controlled organisation. BOPLASS is owned by 9 councils in the Bay of Plenty and Gisborne and it promotes shared services, including collaborative procurement. The member councils' chief executives are the directors.

5. BOPLASS has been running for over 10 years and has steadily broadened the scope of shared services it provides to the member councils. In particular, they identified its collective procurement around insurance as having provided significant value over a number of years. Further detail on BOPLASS is provided at paragraphs 18-21 below.
6. The Forum considers the BOPLASS model of collaborative procurement has merits for Canterbury and seeks the Chief Executives Forum's endorsement to investigate the applicability of a similar model for Canterbury councils.

Progress with collaborative procurement

7. The Corporate Forum has been undertaking two workstreams relating to collaborative procurement:
 - a project with Deloitte to analyse third-party expenditure by Canterbury councils to help identify and consider opportunities for collaborative procurement and shared services (led by the Finance Managers Group). This project was funded by the Mayoral Forum and cost \$25,000.
 - a stocktake of IT platforms, apps and procurement cycles, which has identified web and print services as two opportunities to progress collaborative procurement and shared services (led by the Chief Information Officers' Group).

Deloitte report on third party expenditure

8. In November 2020 the Corporate Forum reported to the Chief Executives Forum on the work done by Deloitte on the spend analysis and procurement maturity assessment of Canterbury councils. The following next steps were suggested:
 - councils to complete categorisation effort to derive additional spend initiatives
 - detailed procurement policy review and development of procurement policy
 - development of a procurement strategy.
9. The Chief Executives Forum authorised the Finance Managers Group to scope the next phase of the work.
10. As part of this, the Finance Managers Group has recently set up a dedicated subgroup, the Collaborative Procurement Working Group, focusing on procurement matters. The Group has representation from Environment Canterbury, Christchurch City Council, and the Hurunui, Kaikōura, Mackenzie, Selwyn, Waimakariri and Waimate District Councils.
11. The purpose of the working group is to develop and implement plans on procurement collaboration. It has two objectives:
 - identify and collaborate in common procurement areas among member councils
 - document and disseminate lessons learned and best practices to support further implementation of procurement collaboration.

12. The working group expects the outcomes of its work to result in more effective piggybacking processes to address procurement requests from participating councils (for example, cost saving, improved supplier performance), a report on best practice of local collaborative procurement, and a recommendation on which categories of expenditure to address first.

Web and print services collaborative procurement

13. At the November 2020 Chief Executives Forum meeting it was agreed to support those councils who wish to move council websites to the MySource Matrix Product (Squiz) platform to do so, and develop common key contractual terms with Squiz. The Forum also agreed to support providing standardised training across the region to all webmasters and content approvers (with each council to bear its own costs).
14. The Chief Executives Forum also agreed to support the Corporate Forum investigating a combined print services contract for procurement, which includes moving away from paper-based processes to more digital ways of working, reducing our impact on the environment by cutting back on paper usage and reducing our carbon footprints.
15. Since then, a stocktake of councils' print services contracts was completed. Several councils went to market individually, while others had aligned where there was an appetite to work collectively. Progress on developing a combined print services contract has not progressed due to the range of challenges involved, which applies to other collaborative procurement processes as well.

Challenges

16. Some of the issues the Corporate Forum has identified in progressing collaborative procurement (including a combined print services contract) include:
 - ensuring competitive tendering
 - managing legislative risk – Commerce Act and others
 - rolling over contracts to align on timing across the region
 - quite different specifications for IT supported services
 - council policies on local procurement (for example, some councils have a policy of procuring locally only)
 - contract vehicles, e.g. one council vs collective entity
 - limited resources available within councils to work on these issues.
17. The Corporate Forum has identified that dedicated resource is required to progress and improve Canterbury's approach to collaborative procurement, and that a more formal model for such procurement would be beneficial to overcome many of the challenges identified above.

Local Authority Shared Services (LASS) model for procurement

18. The Corporate Forum received a presentation from BOPLASS at its meeting on 14 June. Key points from the presentation and discussion were:
- BOPLASS, established in 2010, is owned by the nine councils of the Bay of Plenty and Gisborne. It is focused on finding shared service and joint procurement opportunities¹. The board of directors consists of the council CEs.
 - BOPLASS has saved councils over \$22m from joint procurement projects over 11 years. Shared service benefits include standardisation projects such as bringing all councils onto the same GIS platform and making it easy to share information and staff across organisations
 - different stages of contracts have been dealt with by extending existing contracts for short periods, which can be more expensive in the short-term, but this is outweighed by the long-term benefits of aligning contracts
 - BOPLASS has addressed and worked through how to incentivise councils to participate. Originally councils were opted in by default, but sometimes unwilling councils slowed projects down. Now BOPLASS works on the basis that a project can move forward so long as at least two councils are committed
 - The biggest saving BOPLASS has achieved was in insurance. They have done around 50 projects, covering areas including fuel, print services, office supplies, GIS, aerial imagery, debt management/recovery. They are currently looking at aligning significant LTP projects over 10 years
 - BOPLASS's procurement policy was written in alignment with council policies.
19. A number of councils from other regions have inquired regarding the opportunities for joining BOPLASS. Its approach has been to remain contained as it is and offer support to other councils to initiate their own local authority shared services model. They have good working relationships with a number of other LASS which have been set up in Waikato, Manawātū-Whanganui, and Hawke's Bay. There are none in the South Island.
20. As part of the discussion with BOPLASS, the Forum received a demonstration of the MahiTahi collaboration portal. This portal is an initiative instigated by BOPLASS to accelerate the growth of shared service strategies and projects throughout local government in New Zealand. It provides visibility of projects across councils, enabling councils to join together instead of running similar projects in parallel.
21. The MahiTahi portal shares work planned and underway on procurement and shared services, and policies, contracts and job descriptions (see Attachment 1 for a summary of the initiative). There is an annual fee to join the portal, but councils can join it without being part of a LASS.

¹ See <https://www.bopllass.govt.nz/> for more information.

22. The Corporate Forum agreed there was value in considering whether a LASS-type model would work for Canterbury. Feasibility work would need to include:
- a needs assessment
 - engagement with councils on their appetite to participate in this, or a similar model (for example, there may be more appetite amongst councils for the Corporate Forum to simply join the MahiTahi collaboration portal rather than set up a new collaborative procurement structure)
 - identifying the value of this (or other) model for Canterbury, and in what areas of collaborative procurement
 - whether there is value in the model including other local authority areas (ie West Coast, Otago)
 - whether an opt-in or opt-out system would be most appropriate
 - consideration of whether a CCO structure is best; and if not, what structure might be most suitable in the circumstances
 - what the financial implications for councils on setting up a new model/structure might be, and how it might be resourced and funded
 - how the Collaborative Procurement Working Group can be leveraged or supported in its work programme.
23. The Chief Executives Forum may wish to provide feedback on any other areas it considers feasibility work should focus.
24. In its discussion on this matter, Corporate Forum members have been clear that specific resource is required if collaborative procurement is to progress. For this reason, it is recommended that the feasibility work is completed by an appointed contractor to ensure that the work is prioritised and completed in a reasonable timeframe. The contractor would be supported by the Collaborative Procurement Working Group.
25. A scope of work would be required to be developed to appoint a contractor to undertake the initial investigation into the feasibility and value of a local authority shared services model for collaborative procurement in Canterbury.
26. While there is also an option of using existing council officers for the work, this would require staff to be released from work at their home council to focus on the project. Given current workloads of staff across Canterbury, the appointment of an external contractor seems a more efficient and practical approach to completing the work.

Financial Implications

27. It is estimated that the cost of an external contractor to complete the work could be between \$20-25,000, depending on the consultant used and the agreed scope of work.
28. The Canterbury Mayoral Forum draft 2021/2022 budget has allocated [REDACTED] to this project.

Next steps

29. Subject to the agreement of the Chief Executives Forum, the next steps are:

- the Collaborative Procurement Working group to develop the scope of work for the appointment of a contractor to assess the feasibility of a LASS, or similar model, for Canterbury.
- appointment of the contractor to undertake the work with a final report provided to the November meeting of the Chief Executives Forum.

Attachments

- Background information on the MahiTahi Local Government Collaboration Portal



What is it?

The Local Government Collaboration Portal is an initiative of Bay of Plenty Local Authority Shared Services (BOPLASS) to assist in accelerating growth of shared service strategies and projects throughout Local Government in New Zealand by increasing visibility of councils' opportunities to collaborate.

The Collaboration Portal is aimed to connect passionate people in Local Government who wish to:

- ✓ Achieve more and spend less
- ✓ Gain an awareness of shared project opportunities
- ✓ Collaborate with others who have similar priorities

How does it add value?

The LG Collaboration Portal allows a council to:

- ✓ Connect with peers by area of business, discuss issues and share resources
- ✓ Learn from others that are doing, or have done, the same projects
- ✓ Search the project listings to see who is doing what
- ✓ Advertise what the council is doing and planning to do
- ✓ Establish collaborative project teams and work together
- ✓ Search for and advertise shared services by activity area

Why join?

Every council in New Zealand provides an almost identical service in its geographical territory. The duplication is obvious and undeniable. Super cities and regional amalgamations continue to be explored but don't always offer a convincing solution.

Often a council does not have a 'demographic' peer in the region and may struggle to find common ground with councils of substantially different sizes and focus. Outside the region, there is a larger pool of candidates who might be a better fit in terms of your demographics, your challenges and/or your timing, but there is likely to be much less awareness of their state of evolution or their programmes.

Councils are now being encouraged to get together to share their activities with one another to a greater extent than ever before.

The Local Government Collaboration Portal provides a shared window into other councils' planned activity to generate a new level of awareness so that all can benefit from one another's efforts. As the idea behind Collaboration Portal spreads across New Zealand, the entire country will benefit from this shared approach.

Local Government Collaboration Portal

How does it work?

The Collaboration Portal hosts multiple areas of council business and delivers value to councils through:

- ✓ Projects Area where councils search for existing projects, find project partners, list their active projects or identify opportunities to develop projects and initiatives collaboratively.
- ✓ Chat and Message Boards where council staff connect with their peers in other councils to share information, start conversations, or request documents.
- ✓ File Repository where council staff share documents, strategies, policies and procedures, project information, business cases, templates, reports, etc.

What does it cost?

The Collaboration Portal utilises Microsoft Teams and all participants need to be licensed under Office 365 through their councils. Annual membership is \$1500 per council per year, which includes admin support, running and hosting costs. The Local Government Collaboration Portal is non-profit for BOPLASS and has been established by Local Government for Local Government.

To find out more, contact the team at BOPLASS:

✉ support@boplass.govt.nz ☎ (07) 577-7342

The Collaboration Portal mission is to connect passionate people in local government who want to:

DISCOVER

who is doing what

CONNECT

with others who share similar objectives

COLLABORATE

to deliver more for less

Date: 2 August 2021

Presented by: Rosa Wakefield, Secretariat

Canterbury Story website options

Purpose

1. The Canterbury Story website's purpose has been reviewed after discussions with councils demonstrated it was not being used as intended. This paper seeks chief executives' agreement to move towards closing the website and transferring its current assets to another repository.

Recommendations

That the Canterbury Chief Executives Forum:

1. **agree that the contents of the Canterbury Story be moved to another repository and the site closed.**

Background

2. The Canterbury Story website was launched by the CREDS in August 2019. It was intended to attract business, talent and innovation to the districts, filling a gap between the New Zealand Story¹ and the Christchurch Story².
3. A library of images and videos was produced to initially populate the site, funded by MBIE and the Mayoral Forum under the CREDS. Some of these resources are used on the Mayoral Forum website.
4. ChristchurchNZ agreed to maintain the website and all Canterbury's councils were to upload content as it became available, e.g. through their own marketing campaigns. Training and instruction materials were provided to staff at each council.
5. The website has had low traffic since launch (average of 22 visitors per month) and only three councils and ChristchurchNZ have uploaded assets to the library since the website launched. ChristchurchNZ uploads content periodically as part of its business-as-usual promotion of Christchurch and Canterbury.

¹ New Zealand Story (nzstory.govt.nz)

² Home | The Christchurch Story | ChristchurchNZ Visual Library
(<https://toolkit.christchurchnz.com/pages/the-christchurch-story>)

6. As the other councils have not provided content to the website, it is less useful than intended, and has not achieved the desired level of engagement with councils or potential website users. The website was designed to be content-led, and it was to be linked to and driven by all council websites.
7. The original funding proposal indicated that ongoing funding of \$250k/year would be required to maintain and promote the Canterbury Story. It was envisaged that this would be sourced by fundraising with Canterbury businesses, (e.g. Christchurch International Airport, ports companies, tertiary education organisations, district health boards and professional services firms), Te Rūnanga o Ngāi Tahu, and philanthropic organisations (e.g. Rata Foundation).
8. It is unclear whether fundraising was undertaken but ongoing funding was not secured, and though ChristchurchNZ has maintained the site in a basic sense it has not been possible to achieve the original goals without this funding.

Reviewing the Canterbury Story

9. Following a request from Jim Palmer a discussion was held with ChristchurchNZ and Environment Canterbury communications staff to evaluate the current situation and discuss how to progress.
10. The group agreed that input should be sought from councils on whether they find the website useful, and what stands in the way of them regularly contributing assets.
11. The secretariat emailed the chief executives in February asking for a relevant senior team member to get in contact with ChristchurchNZ to discuss how the website could better serve councils.
12. Only three councils provided feedback to the initial request and at the May Chief Executives Forum members requested more feedback be sought before settling on a path forward.

Council feedback

13. Ashburton, Kaikōura, Selwyn and Waimakariri District Councils, Christchurch City Council and Environment Canterbury provided feedback on the website.
14. Opinions from councils included:
 - councils generally don't have sufficient resource to maintain it, or weren't aware that they were supposed to contribute
 - councils that responded had their own channels for business and talent attraction and didn't express interest in collaborating on this
 - the current site is dry and doesn't engage users
 - it's unclear who the audience is supposed to be
 - it's not clear that Canterbury needs the site or that it provides value

- it was suggested that the audience could be Wellington, and the site could be used to position a strong Canterbury for collaborative funding bids
- it was also suggested that the site could be used to market Canterbury produce to the world
- willingness / ability of councils to allocate resource to discovery on the potential of the site is mixed
- concern that we might continue spending ratepayer money on a site that is underutilised.

15. Additionally, ChristchurchNZ has noted the difficulty in attracting audiences, particularly without a clear view of who the audience is.

Options

16. There are three options for the future of the Canterbury Story:

1. transfer content to another repository and close the site (*recommended option*)
2. maintain the site in its current form, with ChristchurchNZ occasionally adding content, and accept that use will remain low
3. repurpose the site for a completely different intent and audience.

Transfer the content to another repository

17. The cost of maintaining the site in its current form is about \$7k/year, plus resource from ChristchurchNZ. ChristchurchNZ has advised that transferring content to another repository could be done. A scoping exercise would be required to determine best outcomes, cost (if any), timelines and internal CNZ resource required to implement.
18. It may be possible for tourism resources on the Canterbury Story site to be hosted alongside the Christchurch Story website and for business resources to be hosted alongside food and fibre assets currently under development by the Food and Fibre Innovation Programme.
19. ChristchurchNZ is currently working on creating an industry ecosystem map developed as part of the Mayoral Forum's Food and Fibre Innovation Programme. As part of this, ChristchurchNZ can explore options for where the Canterbury Story resources could be stored.
20. This is the recommended option because it keeps the resources publicly available and accessible, while ensuring more prudent use of public money to store them.

Maintain the site in its current form

21. As noted above, the cost of maintaining the site in its current form is about \$7k/year. ChristchurchNZ agreed at the conclusion of the project to cover these costs until later review.
22. However, as the site is not well-utilised and not working as envisaged, the Secretariat considers there is little value in continuing to spend \$7k of public money annually on it when the content can be easily transferred and managed alongside similar material elsewhere.

Repurpose the site

23. Repurposing the site for a different intent and audience would have significant costs, would be difficult to build an audience and would likely put us in the same situation that we are currently in with the Canterbury Story website. Consultation with councils did not result in a clear view of how the site could be repurposed.
24. The ChristchurchNZ business attraction manager is willing to explore how Canterbury could collaborate on business attraction but does not see the website as a core part of this.
25. Given the costs involved and the likelihood that this option would not result in a better outcome, this option is not recommended.

Next steps

26. Subject to the view of the Forum, ChristchurchNZ will explore options to host the assets produced for this site in an alternate publicly available location. The Secretariat will retain oversight of this process.

Date: 2 August 2021

Presented by: Secretariat

Three-year work programme 2020-2022

Purpose

1. This paper seeks approval of the updated three-year work programme 2020-2022.

Recommendations

That the Canterbury Chief Executives Forum:

1. approve the updated three-year work programme 2020-2022.

Background

2. The three-year work programme has been updated since it was reported to the Chief Executives Forum in May 2021. The updated programme is attached.
3. These updates reflect actions from the *Mayoral Forum's Plan for Canterbury* and other changes responding to central and local government initiatives. This includes the addition of future for local government and resource management reform as separate programme items.

Financial implications

4. The work programme will be funded by:
 - contracts with the Ministry of Business, Innovation and Employment
 - the agreed cost-share for work on Three Waters
 - the regional forums budget
 - Environment Canterbury's regional forums secretariat budget (meetings and secretariat support for advocacy).

Attachments

- Three-year work programme dated 2 August 2021

Three-year work programme 2020–22

as at 2 August 2021

WHAT	TASK	PLAN FOR CANTERBURY PRIORITY	SPONSOR	LEAD	ACTION	DUE	STATUS	UPDATE
Canterbury Water Management Strategy	To continue providing governance oversight and strategic support to the implementation of the Canterbury Water Management Strategy (CWMS)	Sustainable environmental management of our habitats	Mayoral Forum	Jenny Hughey	Request the Regional Committee to work with CWMS partners to re-engage communities and stakeholders on actions undertaken to deliver the CWMS across the region in order to maintain and nurture commitment to the delivery of the CWMS	30/09/2022	On track	Updated Zone Committee terms of reference approved CMF 27 November 2020
						30/06/2021	On track	
	Renew community acceptance and commitment to the Canterbury Water Management Strategy				Progress report on joint actions undertaken to deliver the CWMS across Canterbury	1/12/2021	On track	Work in progress with CWMS team
					CWMS Regional Committee reports on progress towards the 2025 and 2030 goals	30/06/2022	On track	Work in progress with CWMS team
Build capacity and influence to understand climate impacts, risks and opportunities and incorporate these into regional planning documents and community awareness.	Complete our first regional climate change risk assessment, aligned with the national climate change assessment, and identify critical gaps in our adaptation planning	Climate change mitigation and adaptation	Mayoral Forum	Climate Change Steering Group	Progress Stages 2 and 3 of the Climate Change Risk Assessment	30/06/2021	On track	Climate Change Risk Assessment (Stage 2 & 3) expected to be completed third quarter 2021 Agenda Item 13
	Encourage all Canterbury local authorities to complete carbon footprint assessments, to inform action plans for reductions				All Canterbury local authorities are encouraged and supported to commission council carbon footprint assessments	31/12/2020	On track	Working group went to market in December 2020 with an RFP and expected to be in a position to begin negotiations and plan the implementation of the agreed methodology for reporting on carbon emissions by February 2021. Agenda Item 14
	Encourage Environment Canterbury to factor climate change mitigation and adaptation into the new Canterbury Regional Policy Statement.				Communicate to Environment Canterbury the Forum's concern that climate change mitigation and adaptation be addressed in the new Regional Policy Statement	30/06/2021	Complete	CMF has written to Environment Canterbury asking that climate change mitigation and adaptation be factored into the new Canterbury Regional Policy Statement.
CREDS 2016–2019 continuing work programmes	Canterbury Story	Shared economic prosperity	Mayoral Forum	Secretariat		1/03/2020	Complete	Canterbury Story was launched in early 2020 and is now active, with over 1300 assets available on the website. To date has minimal traffic to the site. CEs have requested that Secretariat review with ChchNZ to see what can be done to keep website relevant. Agenda Item 8
	Food, Fibre and Innovation				High value manufacturing Value added production		On track	UC nearing completion of industry roadmaps, FFA Challenge attracted high quality entrants with winners announced earlier this month, and initiatives are underway with Ara and FoodSouth to continue to build the industry pipeline and improve productivity.
	South Island Destination Management plan						On track	South Island Destination Management plan completed in March 2020, not yet formally launched due to COVID-19. Next steps for this will be evaluated at the August Mayoral Forum.
Freshwater Package investments	Advocate with Government for the region's interests to be addressed in the investment decisions to support the Government's Freshwater Package	Sustainable environmental management of our habitats	Mayoral Forum		Add to the agenda for the Mayoral Forum visit(s) to Wellington		On track	Essential Freshwater Steering Group established and held first meeting in March.

Education Forum	Facilitate a forum of key tertiary education and training providers to enable the exchange of ideas and information and support collaboration Advocate for transition of secondary students to further study and training or work	Shared economic prosperity	Mayoral Forum	Dan Gordon	Forum meets at least twice each year	30/06/2021	On track	
Skilled Workforce	Advocate with Government for education and immigration policies that deliver a skilled workforce now and into the future	Shared economic prosperity	Mayoral Forum		Add to the agenda for the Mayoral Forum visit(s) to Wellington	30/11/2020	On track	Discussed Mayoral Forum 19 February 2021
Better freight options	Participate on the Canterbury Regional Land Transport Committee	Better freight transport options	Mayoral Forum		Communicate to the RTC the forum's desire that the new RTLP provide a planning and investment framework that results in fewer trucks on the road		On track	Freight Tour was held 18 / 19 February 2021
	Collaborate with South Island chairs of RLTC to drive multi-modal transport planning investment						On track	
	Advocate with Government for investment in multi-modal transport outcomes, especially moving more long-distance freight by rail				Write to Ministers to advocate for Canterbury's position Add to agenda for Mayoral Forum visit(s) to Wellington		On track	Discussed Mayoral Forum 19 February 2021 Met with Minister Wood 27 May 2021
Three Waters	Review Three Waters service delivery arrangements across Canterbury	Three Waters services	CEs Forum	Three Waters Project Manager / Secretariat		30/06/2021	On track	Consultant has gathered data. Workshops with representatives from south island councils and iwi are underway.
	Advocate a Three Waters regulatory system that utilises risk-and evidence-based interventions to ensure safe and efficient delivery of water services				Write to Ministers to advocate for Canterbury's position Add to agenda for Mayoral Forum visit(s) to Wellington		On track	Meeting with Minister Mahuta 12 May 2021, with LGNZ Zone 6 and Ngāi Tahu
Review of Canterbury Regional Policy Statement	Facilitate a regional perspective on Environment Canterbury's review of the Canterbury Regional Policy Statement	Climate change mitigation and adaptation	Policy Forum		Encourage Environment Canterbury to factor climate change mitigation and adaptation into the new Canterbury Regional Policy Statement	30/06/2021	Complete	Letter sent from CMF to Environment Canterbury to factor climate change mitigation and adaptation into the new Canterbury Regional Policy Statement.
Update Canterbury Biodiversity Strategy	Oversee the review of the Canterbury Biodiversity Strategy 2008 to ensure alignment with the NZ Biodiversity Strategy 2020 and the proposed National Policy Statement on Indigenous Biodiversity	Sustainable environmental management of our habitats	Policy Forum			30/06/2021	On track	Environment Canterbury's LTP includes the Canterbury Biodiversity Strategy review and work will commence when the Government announces the NPS IB. Canterbury Regional Biodiversity Champions Group established in Environment Canterbury.
IT systems and digital services	Lead development of a 10-year plan for Canterbury councils to move to a common platform for IT systems and digital services (including valuation and rating functions) and secure cost savings through group licensing procurement, with specific concrete actions to be implemented in each year of the 10-year plan		Corporate Forum	CIOs	Conduct a stocktake of where everyone is at	30/06/2020	On track	CCF agreed 16 March 2020 that CIOs will conduct a stocktake of Canterbury councils' IT platforms, applications and procurement / licensing cycles and investment intentions to inform planning to move towards a common platform by 2030 Discussed at CE Forum 2 November 2020, on track
	Develop a business case (with value proposition and a request for funding) to go to member councils to test and build consensus on a collective vision, commitment and understanding of what it might mean over time for procurement and renewal					30/11/2020	On track	Agenda Item 7

Procurement	Develop a proposal for a joined-up procurement system/service for Canterbury councils, including legal services provisioning Develop a proposal for consideration by member councils		Corporate Forum	CFMG	CEs Forum on 27 July agreed for CFMG to contract Deloitte to analyse third-party expenditure by Canterbury councils, to inform collaborative procurement options	30/11/2020	On track	Agenda Item 7
Implementing new Water Safety Plan format	Share advice and lessons between drinking water suppliers from implementing the new Water Safety Plan to improve compliance across the region		Operations Forum	DWRG			On track	Councils are working on plans but it is a slow process as they require a lot of effort and DHB-side resources have been preoccupied by Taumata Arowai changes. At least three in Canterbury have been approved as of June 2021. There is concern about the what the status of these will be as we transition through with Taumata Arowai.
Resource Management Reform	Engage with central government on the resource management reforms through participation in the Local Government Forum of Chief Executives for resource management reform, reviewing and preparing submissions on new legislation, participating in Select Committte processes		Chief Executives Forum	David Ward	Jim Harland nominated for Local Government Forum of Chief Executives for resource management reform Policy Forum (through CPMG) keep watching brief on exposure drafts of the Natural and Built Environment Act and prepare to draft a regional submission when released	30/06/2021	On track	Jim Harland has been nominated. Waiting for central government to release exposure drafts of legislation. This has been set as a standing Item on CE Forum agendas. Agenda Item 12
				Policy Forum	Policy Forum (with CCWG & CPMG) keep watching brief on drafts of Strategic Planning Act and Climate Change Adaptation Act		On track	
Future for Local Government	Engage with central government on the future for local government by supporting development of a regional approach and participating in the Future for Local Government Review		Mayoral Forum	Chief Executives Forum	Progress actions from the Future for Local Government Workshop (April 2021) and actively participate in engagement with central government's Future for Local Government Review	1/04/2023	On track	Initial workshop held 19 March 2021, including papatipu rūnanga chairs and central government regional directors. Follow-up meeting and workshop held 28 May, which also included chair and executive director of Local Government Review Panel. Health Reform workshop held 5 July 2021. Agenda Item 6

Key to acronyms

CCWG	Climate Change Working Group	CIOs	Chief Information Officers Group	CREDS	Canterbury Regional Development Strategy
CEF	Chief Executives Forum	CMF	Canterbury Mayoral Forum	CWMS	Canterbury Water Management Strategy
CEMG	Canterbury Engineering Managers Group	COF	Canterbury Operations Forum	DWRG	Drinking Water Reference Group
CFMG	Canterbury Finance Managers Group	CPF	Canterbury Policy Forum	ECan	Environment Canterbury

Canterbury Chief Executives Forum Item 10

Date: 2 August 2021

Presented by: Secretariat

Regional forums budget 2020/2021

Purpose

1. This paper summarises income and expenditure for 2020/21 and proposes a budget for 2021/22.

Recommendations

That the Canterbury Chief Executives Forum:

1. approve the regional forums 2020/21 income and expenditure report
2. approve the regional forums 2021/22 budget

Background

2. The Canterbury Chief Executives Forum approved the regional forums 2020/2021 budget at its meeting in July 2020.
3. The regional forums budget funds collaborative projects and regional training workshops. Environment Canterbury acts as fund holder for regional forums, as part of providing secretariat support.

2020/2021 income and expenditure

4. Several projects and events were funded from the regional forums 2020/2021 budget. The PRA eLearning platform, originally budgeted at \$50,000, did not proceed and funds budgeted for three waters work were also not spent, as the Mayoral Forum agreed to levy member councils separately to cover the Three Waters Service Delivery Review.
5. Items that were not previously identified for the budget include the facilitation for Local Government workshops and the CRIMS six-month work programme.
6. The income and expenditure report at 30 June 2021 is provided at Attachment 1. The 2020/21 financial year ended with a surplus of \$44,852.

Three Waters Service Delivery Review budget

7. The Three Waters Service Delivery review project cost a total of \$419,232 to date with \$10,768 remaining from the separate levy paid by councils. As these funds are ringfenced for the three waters work we have not incorporated this into our general budget.
8. The income and expenditure report for the Three Waters review is provided at Attachment 2.

2021/2022 Regional Forums Budget

9. It is proposed that councils are levied the same amount as previous years for the regional forums budget. The draft regional forum budget is provided at Attachment 3.
10. It is proposed that the draft regional forums budget covers an allowance for workshop facilitation, training opportunities (to be identified) and the following projects:
 - Feasibility study on a LASS model or similar for Canterbury (see Item 7)
 - Engagement and publicity for Climate Change Risk Assessment results (Item 13)
 - Collaborative projects (details to be confirmed)

Canterbury Regional Economic Development Strategy funds

11. The CREDS budget has \$43,051 of uncommitted funds available following underspending on digital connectivity workstreams. It is proposed that these funds are held until a decision is made on the mayors' request that we extend the State Highway Blackspot project into the urban areas.

Next steps

12. Environment Canterbury will invoice councils for the agreed levies. The secretariat will provide a budget update quarterly to the Chief Executives Forum.

Attachments

- Attachment 1: Regional forums income and expenditure report 2020/21
- Attachment 2: Three Waters income and expenditure report 2020/21
- Attachment 3: Regional forums budget 2021/22

Attachment 1 - REGIONAL FORUMS BUDGET 2020/21 as at 30 June 2021

	Budget 2020/2021	Actual 2020/2021
INCOME		
Environment Canterbury	\$12,908.00	\$12,908.00
Christchurch City	\$12,908.00	\$12,908.00
Selwyn District	\$6,761.00	\$6,761.00
Waimakariri District	\$6,761.00	\$6,761.00
Ashburton District	\$6,146.00	\$6,146.00
Timaru District	\$6,146.00	\$6,146.00
Hurunui District	\$3,258.00	\$3,258.00
Waimate District	\$2,458.00	\$2,458.00
Waitaki District	\$2,458.00	\$2,458.00
Kaikōura District	\$1,598.00	\$1,598.00
Mackenzie District	\$1,598.00	\$1,598.00
TOTAL INCOME	\$63,000.00	\$63,000.00
EXPENDITURE		
Research		
Plan for Canterbury design and printing	\$1,750.00	\$2,831.00
	\$1,750.00	\$2,831.00
Future for Local Government Workshops		
Workshop Facilitation	\$2,820.00	\$2,820.00
	\$2,820.00	\$2,820.00
Training Events		
Policy Forum regional workshops x 2	\$1,000.00	\$754.00
	\$1,000.00	\$754.00
Collaborative projects		
Three Waters	\$50,000.00	-
Analysis of 3rd-party expenditure (Deloitte)	\$34,000.00	\$33,900.00
CRIMS 6-month work programme	\$28,700.00	\$28,101.00
	\$112,700.00	\$62,001.00
Secretariat / Administration		
Travel (secretariat attendance at LGNZ in Wānaka)	\$400.00	\$888.00
Gifts - D Bromell, J Palmer, A Oosthuizen, F Power		\$971.00
Earthquake memorial wreath		\$130.00
	\$400.00	\$1,859.00
TOTAL EXPENDITURE	\$118,670.00	\$70,265.00
SURPLUS/DEFICIT	-\$55,670.00	-\$7,265.00
 SURPLUS/DEFICIT CFWD from 2019/20 (Actual)	 \$52,117.46	 \$52,117.46
FUNDS IN HAND	-\$3,552.54	\$44,852.46

Attachment 2 – Three Waters income and expenditure report 2020/21 – as at 30 June 2021

Actual 2020/2021

INCOME

Christchurch City	\$133,300.00
Selwyn District	\$77,400.00
Waimakariri District	\$77,400.00
Ashburton District	\$38,700.00
Timaru District	\$51,600.00
Hurunui District	\$17,200.00
Waimate District	\$8,600.00
Waitaki District	\$8,600.00
Kaikōura District	\$8,600.00
Mackenzie District	\$8,600.00

TOTAL INCOME	\$430,000.00
---------------------	---------------------

EXPENDITURE

Three Waters project management	\$67,965.00
PwC Three Waters Service Delivery Review	\$351,267.00

\$419,232.00

TOTAL EXPENDITURE	\$419,232.00
--------------------------	---------------------

SURPLUS/DEFICIT	\$10,768.00
------------------------	--------------------

SURPLUS/DEFICIT CFWD (Actual)

FUNDS IN HAND	\$10,768.00
----------------------	--------------------

Attachment 3 - Regional forums budget for 2021/22

	Budget 2021/2022	Actual 2021/2022
INCOME		
Environment Canterbury	\$12,908.00	
Christchurch City	\$12,908.00	
Selwyn District	\$6,761.00	
Waimakariri District	\$6,761.00	
Ashburton District	\$6,146.00	
Timaru District	\$6,146.00	
Hurunui District	\$3,258.00	
Waimate District	\$2,458.00	
Waitaki District	\$2,458.00	
Kaikōura District	\$1,598.00	
Mackenzie District	\$1,598.00	
TOTAL INCOME	\$63,000.00	
EXPENDITURE		
Research		
Canterbury Wellbeing – refresh	\$500.00	
	\$500.00	
Future for Local Government Workshops		
Workshop facilitation (e.g. Health reforms)	\$3,000.00	
	\$3,000.00	
Training Events		
TBC	\$1,000.00	
	\$1,000.00	
Collaborative projects		
LASS Model for Procurement	\$	-
Climate Change Risk Assessment engagement	\$10,000.00	
Collaborative projects (TBC)	\$50,000.00	
	\$	
Secretariat / Administration		
Travel (secretariat support)	\$1000.00	
	\$1000.00	
TOTAL EXPENDITURE	\$	
SURPLUS/DEFICIT	-\$	
SURPLUS/DEFICIT CFWD from 2020/21 (Actual)	\$44,852.46	
FUNDS IN HAND		

Canterbury Chief Executives Forum Item 11

Date: 26 July 2021

Presented by: Hamish Riach, Chair

Canterbury Mayoral Forum mid-term achievements 2019-2021

Purpose

1. This paper reviews progress in implementing the Canterbury Local Authorities' Triennial Agreement 2017–19 and provides a draft mid-term report for chief executives' feedback.

Recommendations

That the Canterbury Chief Executives Forum:

1. **provide feedback (including corrections and omissions) on the draft mid-term report**
2. **note that the Chair and Secretariat will finalise the report, in consultation with the Chair of the Mayoral Forum, for presentation to the Mayoral Forum on 20 August 2021.**

Mid-term review

2. In past terms, the Mayoral Forum has published a mid-term report on its achievements in the first half of the local government term. The report is made available to member councils and on the www.canterburymayors.org.nz website¹.
3. A draft mid-term report is attached for chief executives' review and feedback. The report follows the same template as past reports and is structured around the priorities identified in the *Mayoral Forum's Plan for Canterbury*.

Next steps

4. Subject to feedback received from chief executives, the Chair and Secretariat will finalise the report in consultation with the Chair of the Mayoral Forum, for presentation to the Mayoral Forum meeting on 20 August 2021.
5. The Mayoral Forum will be invited to approve the mid-term report for circulation to member councils, and for publication on the regional forums website.

¹ The previous report was published in May 2018 and is available at this link:
<https://canterburymayors.org.nz/wp-content/uploads/CMF-mid-term-review-May-2018.pdf>

Attachment

- Draft Canterbury Mayoral Forum mid-term achievements 2019-2021

Attachment 1 – Canterbury Mayoral Forum mid-term achievements 2019-2021

1. This report provides a summary of progress and achievements of the Canterbury Mayoral Forum at the mid-point of the 2019-2022 local government term.

Regional forums

2. The Canterbury Local Authorities' Triennial Agreement 2019–22 mandates the work of the Canterbury Mayoral Forum, Chief Executives Forum, Policy Forum, Corporate Forum, Operations Forum and other regional and sub-regional forums and working groups (see Appendix 1). Regional forums generally meet quarterly.
3. As agreed in the Mayoral Forum Charter of Purpose, Environment Canterbury hosts a permanent regional forums secretariat hosted by Environment Canterbury: 2 FTE staff (funded through the regional general rate) and a CREDS Project Manager (fixed term, funded by a grant from the Provincial Growth Fund until August 2021 and following adoption of the Environment Canterbury Long Term Plan permanent thereafter).

Plan for Canterbury

4. In September 2020, the Mayoral Forum launched its Plan for Canterbury.
5. The Plan sets out the Mayoral Forum's vision for sustainable development with shared prosperity, resilient communities and proud identity. To expand on this, the Mayoral Forum's vision is that in Canterbury, all of us together:
 - care for our natural resources to secure both present and future opportunities
 - create shared economic prosperity so no one is left behind
 - nurture caring, hope and kindness, standing strong together to withstand and adapt to challenges and change
 - celebrate our diverse identities – and take pride in our common identity as Cantabrians.
6. For the remainder of this local government term (2020–22), the Forum will focus on five priorities where it can make a difference through leadership, advocacy and enabling partnerships. The priorities are:

Mayors standing together for Canterbury.

Secretariat, E: secretariat@canterburymayors.org.nz W: www.canterburymayors.org.nz
C/- Environment Canterbury, PO Box 345, Christchurch 8140 T: 03 345 9323

Ashburton District Council • Canterbury Regional Council • Christchurch City Council • Hurunui District Council
Kaikōura District Council • Mackenzie District Council • Selywn District Council • Timaru District Council
Waimakariri District Council • Waimate District Council • Waitaki District Council

- a. Sustainable environmental management of our habitats (land, air, water and ecosystems), focusing on land use and freshwater management.
 - b. Shared economic prosperity – through sustainable, value-added primary production, high-value manufacturing, high-value tourism, growing attracting and retaining a skilled workforce and attracting new businesses.
 - c. Better freight transport options – mode shift to optimise movement of long-distance freight by rail and coastal shipping to improve road safety, decrease carbon emissions and reduce wear and tear on the region's roads.
 - d. Climate change mitigation and adaptation – reducing our carbon footprint, building community resilience and making our infrastructure as strong as it can be.
 - e. Three Waters services – securing safe drinking-water supplies, and ensuring that infrastructure, institutional arrangements and regulation enable the sustainable management of drinking water, wastewater and stormwater in Canterbury.
7. The Mayoral Forum's three-year work programme reflects priorities identified in the plan, and delivery of this is overseen by the Chief Executives Forum, which reports quarterly to the Mayoral Forum.

Sustainable environmental management of our habitats

Oversight of CWMS

8. The Mayoral Forum has maintained active oversight of the implementation of the CWMS, receiving regular and comprehensive reporting on progress. To re-engage communities and stakeholders to nurture commitment to delivering the CWMS, the Mayoral Forum endorsed revised terms of reference for Zone Committees in November 2020.
9. In May 2019, the Mayoral Forum signed off on a review of the CWMS and agreed goals for 2025 and 2030. Environment Canterbury will lead development of an implementation plan (with resource implications), to inform development of councils' annual plans for 2020/21 and Long-term Plans for 2021–28.
10. The Mayoral Forum continues to work in partnership with Environment Canterbury on assessing the implications of Essential Freshwater reforms on the direction and implementation of the CWMS into the future.

Biodiversity champions

11. The Mayoral Forum supported the formation of a working group of Canterbury councillors to increase governance-level engagement on biodiversity issues and opportunities across all Canterbury councils. This working group, the Biodiversity Champions, responds to a need for local government to work closely together to implement new national direction for biodiversity and support the revitalisation of the Canterbury Biodiversity Strategy.

Advocacy on Essential Freshwater reforms

12. To acknowledge the impact of these reforms on communities across the region, the Mayoral Forum established an Essential Freshwater Steering Group to oversee a regional response to

the Essential Freshwater package with a focus on community engagement and the development of a Communications Plan. The Group has met twice this year.

13. Freshwater reforms will be a key focus of the August 2021 Mayoral Forum meeting, where Hon David Parker, Minister for the Environment will speak to members on the reforms.

Shared economic prosperity

14. Canterbury councils and local rūnanga invest considerable time and effort in building and maintaining authentic partnerships for the benefit of the region. It was in this spirit that the Mayoral Forum and the Chairs of the ten Canterbury Papatipu Rūnanga have also begun building a closer relationship as a collective to work together for the greater wellbeing of Canterbury's people and land. The group has agreed to meet twice a year to establish an enduring and trusted partnership.
15. The Mayoral Forum has supported and helped leverage funding to Canterbury councils from Crown Infrastructure Partners' shovel-ready fund. The Ashburton, Hurunui, Kaikōura, Timaru and Waimakariri District Councils, Christchurch City Council and Environment Canterbury secured a total of \$127m in funding on projects the Forum supported, including:
 - a co-ordinated package of flood protection works across Canterbury (Environment Canterbury, \$15.5m)
 - South Express and Nor'West Arc cycleway routes (Christchurch City Council, \$18m as part of a wider package of cycleway funding)
 - Ashburton District Civic Centre and Library upgrade (Ashburton District Council, \$20m)
 - Conical Hill flyline in Hanmer Springs (Hurunui District Council, \$2m)
 - Kaikōura Aquatic Centre (Kaikōura District Council, \$1m)
 - Theatre Royal update and new heritage facility (Timaru District Council, \$11.6m)
 - Kaiapoi stormwater and flood protection works (Waimakariri District Council, \$9m)
 - accelerated rollout of the Rural Broadband Initiative phase 2 (\$50m).
16. The Forum has advocated with ministers for education and immigration policies that deliver a skilled workforce now and into the future. It continues to support the Education and Training Governance Group and maintains links with the interim Regional Skills Leadership Group.
17. Maintaining momentum and finalising CREDS projects also continued. Details on this work are provided later in this report.
18. The Mayoral Forum supported collaboration on development of 2021-24 Long-term Plans by reconvening the Long-Term Plan Working Group, chaired by a member of the Chief Executives Forum.

Better freight transport options

19. The Mayoral Forum together with the Regional Transport Committee (RTC) hosted a freight tour of key Canterbury freight facilities, covering Christchurch International Airport, Lyttelton Port, Move Logistics and PrimePort Timaru. The tour was attended by members of the Mayoral Forum and RTC, along with some local MPs.

20. The Mayoral Forum and RTC met with the Minister of Transport in May to discuss a wide range of transport matters affecting the region. Ongoing engagement with the Minister and transport officials will enable further conversations on matters of mutual interest.
21. The Mayoral Forum has supported advocacy by the RTC to have greater engagement with KiwiRail, including advocating for KiwiRail to have a seat at the RTC table.

Climate change mitigation and adaptation

22. The regional Climate Change Working Group established by the Chief Executives Forum in 2017 and the Climate Change Steering Group established by the Mayoral Forum in 2019 continue to address climate change adaptation for Canterbury.
23. The Steering Group established a group of Canterbury climate change councillors to ensure ongoing connections across the region on climate matters. The Group meets twice yearly, and includes presentations from guest speakers, including the Climate Change Commission.
24. The Steering Group has ensured the Mayoral Forum has a strong voice with central government on climate change matters, including coordinating regional submissions on government-led climate initiatives. The Mayoral Forum led the launch of the 'It's Time, Canterbury' climate change engagement campaign in May.
25. The Steering Group has also maintained a watching brief on the Mayoral Forum's initiative to complete a detailed regional climate change risk assessment, providing advice and guidance throughout the process. The finalised risk assessment reports will be presented to the Mayoral Forum in November.

Three Waters services

26. In light of the Government's three waters reform agenda, the Mayoral Forum convened a Three Waters Steering Group to oversee the delivery of the Canterbury Three Waters Service Delivery Review project. This project was undertaken in partnership with Ngāi Tahu. The project was undertaken to understand the probable impacts of the government's three waters reform on Canterbury councils. The Three Waters Service Delivery Review project was completed in May 2021.
27. Mayoral Forum collaboration with papatipu rūnanga and other councils on the path forward for three waters service delivery will continue into the second half of the local government term as the reform programme progresses.

Canterbury Regional Economic Development Strategy (CREDS)

28. The Canterbury Regional Economic Development Strategy (CREDS) was introduced in August 2015 and established a number of initiatives for the Mayoral Forum. Delivery of projects initiated under the CREDS continued into the current local government term.
29. The following projects are complete:
 - mapping of Canterbury's state highway's for mobile blackspots, with the top ten mobile blackspots agreed by stakeholders from Canterbury councils and emergency management agencies, and advocacy undertaken to resolve these gaps

- with the agreement of all South Island Mayors and Chairs, a South Island Destination Management Plan for sustainable tourism was developed, with support from the Ministry of Business, Innovation and Employment (MBIE), the Department of Conservation, the New Zealand Transport Agency (NZTA) and Tourism New Zealand. COVID-19 interrupted progress with the Plan, though work on an appropriate approach to sustainable tourism continues.
 - ChristchurchNZ along with the University of Canterbury and Lincoln University will continue to resource a more specific Job Ready programme over the next two years that will mentor international student graduates into jobs. A work integrated learning model programme is being developed which will eventually replace Job Ready.
 - developing the 'Canterbury story' with a web-based library of open source images, videos and other marketing assets (with ChristchurchNZ).
30. Following the establishment of Aoraki Development's My Next Move youth transitions programme in South Canterbury, the programme is being adapted for other regions, and has received Ministry of Social Development funding for the next two years.
31. ChristchurchNZ and the University of Canterbury are delivering a multi-year project to boost value-added production focused on food, fibre and agritech and high-value manufacturing. This includes exploration of industry 'clusters' that exist and exploring how best to support and grow them; facilitating industry events, including the Food and Fibre Challenge, which saw over 50 high-quality entries, many of whom are now being mentored to grow their businesses; and the production of industry roadmaps that will support new businesses in finding the right pathways to market. The project is due to complete by mid-2022.

COVID-19 response

32. The Mayoral Forum increased its meeting frequency during the COVID-19 lockdown to ensure members could stay across developing regional issues.
33. The Forum identified the need for high-level oversight of COVID-19 readiness, response, recovery and renewal and a mechanism for communication between central and local government in Canterbury. This resulted in the formation of a Canterbury COVID-19 Oversight Group, co-chaired by the Chair of the Chief Executives Forum.
34. The Mayoral Forum also took the following actions in response to the impact of COVID-19 on the Canterbury region since March 2020:
- set up a shared workspace for Canterbury communications managers to coordinate and align communications in the region
 - advocated strongly for councils in regard to the timing of annual plans and LTPs, and implications for audit, rates and council finances
 - advocated for mayors to receive confidential pre-release information on virus cases in their regions to avoid TAs finding out details through the media
 - advocated for an accelerated roll-out of the Rural Broadband Initiative phase 2, and for progressing the Woodend bypass on State Highway 1 with central government
 - advocated for rural communities on extensions to essential business categories
 - provided general letters of support for employees at some Canterbury businesses, as well as letters of support for Entrada Travel Group and Sounds Air for financial aid/loans from central government

- advocated for the plight of migrant workers with work visas who are unable to (re-)enter the country, and the resulting impact on economic recovery
- advocated for fair phasing and prioritisation of Essential Freshwater reform implementation in Canterbury
- supported the establishment of an interim Regional Skills Leadership group, co-chaired by the Chair of the Chief Executives Forum.

Other initiatives

35. The following initiatives, identified in the previous local government term, are “business as usual” for the regional forums reporting through to the Mayoral Forum:

- health and safety collaboration
- collaboration on stormwater management planning and consenting
- co-ordination of natural hazard risk management
- continuing to build on the Canterbury Maps shared service
- collaboration in procurement and contract management
- contaminated land shared services
- regional economic development indicators monitoring
- regional leadership and support for strategic information and records management
- building control and regulatory co-ordination
- collaborative resource management planning and decision-making.

Standing together for Canterbury

36. The Canterbury Policy Forum monitors central government policy and regulatory initiatives impacting on Canterbury and co-ordinates the development of regional submissions. Joint advocacy (‘one strong voice for Canterbury’) has been a strength of the Mayoral Forum.

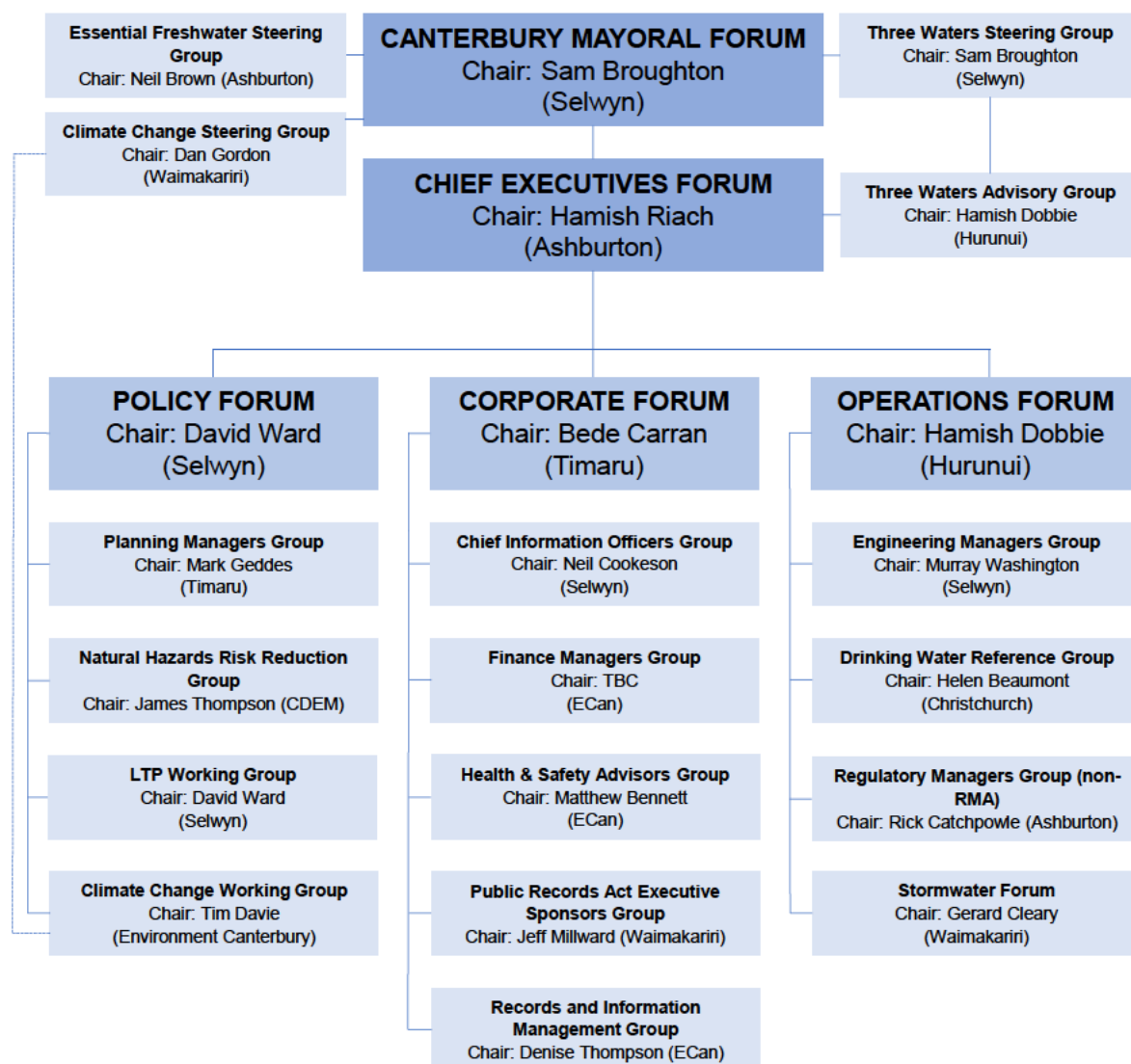
37. The following table summarises Mayoral Forum engagement and advocacy since local body elections in October 2019.

Date	Audience	Subject
Oct 2019	Ministry for the Environment	Submission on Action for Healthy Waterways discussion document
Dec 2019	New Zealand Institute of Skills and Technology (NZIST)	Letter of support for Ōtautahi/Christchurch as permanent location of the NZIST headquarters
Feb 2020	Resource Management Review Panel	Submission on Transforming the Resource Management System: Issues and Options Paper
Mar 2020	Canterbury Museum	Letter of support for Canterbury Museum’s redevelopment project
Mar 2020	Ministry for the Environment	Submission on Proposed National Environment Standard for the outdoor storage of tyres
Mar 2020	Canterbury Joint Waste Committee	Amberley tyre pile clean up
Mar 2020	Waste Minimisation Fund / Contaminated Sites Remediation Fund, Ministry for the Environment	Support for application from Accountability Action for Amberley tyre pile clean up

Date	Audience	Subject
Mar 2020	Minister of Transport	Support for funding application: Upper Orari Bridge (SH79) two laning
Apr 2020	Crown Infrastructure Partners	Letters of support for applications to the shovel-ready fund for Christchurch City Council, Environment Canterbury and Ashburton, Hurunui, Kaikōura, Selwyn, Timaru, and Waimakariri District Councils, as well as the Wheels for Waipara cycleway project, the Woodend bypass, SH1, and support for an accelerated rollout of the Rural Broadband Initiative phase 2
Apr 2020	Minister for the Environment, Minister of Agriculture	Implementation of Essential Freshwater package
May 2020	Entrada Travel Group	Letter of support for Entrada Travel Group as an essential service
May 2020	Sounds Air	Letter of support for Sounds Air as an essential service
May 2020	Leader of the National Party	Congratulations on appointment and invitation to Mayoral Forum dinner
Jun 2020	Minister of Immigration	Return of essential dairy workers to New Zealand
Jun 2020	Chair of the Climate Change Commission	Informal discussion of the work of the Climate Change Commission
Jul 2020	Kaiwhakahaere, Ngāi Tahu	Mayoral Forum engagement with papatipu rūnanga
Jul 2020	Minister for Infrastructure; Minister for Regional Economic Development	Shovel-ready projects and COVID recovery
Aug 2020	Greater Christchurch Group, Department of Prime Minister and Cabinet	S.71 proposal: Commercial film/video production facilities in Christchurch
Sep 2020	Minister of Internal Affairs	The future of tourism and freedom camping
Sep 2020	Minister of Local Government; Chair Joint Three Waters Steering Committee, Department of Internal Affairs	Three Waters reform: regional allocation Canterbury
Sep 2020	Minister of Health	Canterbury District Health Board
Oct 2020	Kaiwhakahaere, Ngāi Tahu	Mayoral Forum engagement with papatipu rūnanga
Nov 2020	Electorate and list MPs in Canterbury	Introducing the Mayoral Forum, its work and priorities
Dec 2020	Incoming Ministers	Briefing letters introducing the Mayoral Forum, its work and priorities, and request to meet with the Mayoral Forum
Feb 2021	Minister of Local Government	Three Waters Reform consultation
Mar 2021	Health Select Committee	Submission on the Water Services Bill
Mar 2021	Climate Change Commission	Submission on the Climate Change Commission's draft advice package to the Government
May 2021	MBIE	Submission on the Government's freedom camping discussion document

Date	Audience	Subject
May 2021	MfE	Submission on proposed National Direction for industrial greenhouse gases
May 2021	Ministry of Transport	Joint submission with Regional Transport Committee on Hikina te Kohupara discussion document (transport emissions)
May 2021	Ministers, Crown Infrastructure Partners and telecommunications companies	Advocacy letters seeking action on mobile blackspot areas on Canterbury state highways
Jun 2021	Infrastructure Commission	Submission on draft 30-year infrastructure strategy
Jun 2021	Waka Kotahi; Minister of Transport	Advocacy letter on Waka Kotahi's NLTP funding
Jun 2021	Minister for Emergency Management	Advocacy letters on Canterbury flooding and funding
Jul 2021	Minister of Health	Advocacy letter on ambulance funding
Aug 2021	Ministry for the Environment	Submission on the draft Natural and Built Environments Bill exposure draft

Appendix: Regional forums and working groups (as at May 2021)



REGIONAL FORUMS SECRETARIAT (hosted by Environment Canterbury)		
Maree McNeilly	Principal Advisor	027 381 8924
Amanda Wall	Senior Advisor	027 234 6381
Rosa Wakefield	Project Coordinator	027 381 9406
secretariat@canterburymayors.org.nz		https://www.canterburymayors.org.nz/

Canterbury Chief Executives Forum Item 12

Date: 2 August 2021

Presented by: David Ward, Chair, Policy Forum

Resource management reform

Purpose

1. The purpose of this paper is to keep chief executives informed on progress with the Government's resource management reform process, endorse and provide input into the regional submission to the Inquiry on the Natural and Built Environments Bill: Parliamentary Paper and discuss resourcing implications of the reform programme for councils.

Recommendations

That the Canterbury Chief Executives Forum:

1. **endorse and provide input into the Canterbury Mayoral Forum submission on the Inquiry on the Natural and Built Environments Bill: Parliamentary Paper**
2. **agree, in principle, to engage an independent contractor to assist the Canterbury Mayoral Forum with engagement through the resource reform processes and development of future submissions on the Natural and Built Environments Bill, Strategic Planning Bill and Climate Adaptation Bill**
3. **agree to send letters to Local Government New Zealand, Taituarā, Ministry for the Environment and Department of Internal Affairs requesting inclusion of at least one representative from Canterbury on national working groups.**

Background

2. The Policy Forum has kept a watching brief on the development of the Government's proposed reform of the resource management system since the reform programme was announced at the beginning of the year.
3. At its March meeting, the Policy Forum noted the Planning Managers' Group had agreed to draft a regional submission on the exposure draft of the Natural and Built Environments Bill (NBA) once submissions open. The NBA is one of three new pieces of legislation that will form part of a reformed resource management system.

4. On 29 June, the Government released the Natural and Built Environments Bill: Parliamentary Paper¹, which includes the exposure draft of the Natural and Built Environments Bill and terms of reference for a select committee inquiry on the draft. This was referred by Parliament to the Environment Committee the same day. The Committee called for public submissions on 1 July, with a closing date of 4 August.

Inquiry on the Natural and Built Environments Bill: Parliamentary Paper

5. The Environment Committee is seeking feedback on the material in the parliamentary paper that provides rationale for the clauses in the exposure draft; the exposure draft; and ideas for making the new system more efficient, more proportionate to the scale and/or risks associated with given activities, more affordable for the end user and less complex, compared to the current system. These are outlined in the Terms of Reference for the Environment Committee included at Attachment 1.
6. The table below summarises what is in the exposure draft, and therefore the focus of the select committee inquiry. It also notes matters that are not included in the exposure draft but will be included in the final Bill.

Included in the exposure draft	Not included*
<ul style="list-style-type: none">• preliminary provisions (e.g. definitions)• purpose and related provisions (Including the concept of Te Oranga o te Taiao)• Te Tiriti o Waitangi clause• environmental limits• environmental outcomes• National Planning Framework (NPF): key clauses, but not the process to develop the NPF• Natural and Built Environments Plans (NBA plans): key clauses, but not all	<ul style="list-style-type: none">• process to develop the NPF• consenting• existing use rights• allocation of resources and economic instruments• compliance, monitoring and enforcement• water conservation orders• heritage orders• designations• subdivision• transitional provisions• provision for urban design, including urban tree cover• the function and roles of Ministers and agencies, as well as regional councils and territorial authorities in the system <p>*This is not a complete list and does not represent what these matters may be called in the new system</p>

¹[Natural and Built Environment Bill: Parliamentary Paper on the Exposure Draft](#)

7. The purpose, as outlined in the Bill, is to enable Te Oranga o te Taio² to be upheld, and for people and communities to use the environment in a way that supports the wellbeing of present generations without compromising the wellbeing of future generations.
8. This is to be achieved through requiring use of the environment to comply with environmental limits, promoting outcomes of benefit to the environment, and the avoidance, remediation and mitigation of adverse effects.
9. Environmental limits must be prescribed through the National Planning Framework (or in some cases Plans) that protect (either or both) the ecological integrity of the natural environment or human health.
10. All persons exercising powers and functions under the Act must:
 - give effect to the principles of Te Tiriti o Waitangi.
 - promote the list of Environmental Outcomes in s8.
11. Planning Committees must develop a single NBA Plan for the region that provides a framework for integrated management of the environment. Planning Committees must include one person appointed to represent the Minister of Conservation, mana whenua representatives (number of representatives undefined), and one person nominated by each local authority wholly or partly within the region.
12. The public will have two opportunities to have their say on the content of the NBA:
 - the first opportunity now, when the public is invited to make submissions on the exposure draft by the Environment Committee. The Environment Committee will then review the exposure draft, consider submissions and report back to the House with its recommendations. This process is expected to take around three months. The outcome of the select committee inquiry will inform work on the strategic planning and climate adaptation legislation
 - a second opportunity for the public to comment on the NBA Bill will be provided in early 2022, after the full NBA Bill has been introduced to Parliament.
13. Other parts of the NBA Bill (i.e. aspects not covered by the exposure draft) will be developed during the second half of 2021 with oversight by a Ministerial Oversight Group (MOG).

CMF submission on the Inquiry on the Natural and Built Environments Bill: Parliamentary Paper

14. The Planning Managers' Group met during July to consider and develop a regional submission on the parliamentary paper including the exposure draft.

² Te Oranga o te Taiao incorporates— (a) the health of the natural environment; and (b) the intrinsic relationship between iwi and hapū and te taiao; and (c) the interconnectedness of all parts of the natural environment; and Part 1 cl 4 Natural and Built Environments Bill 6 Consultation draft(d) the essential relationship between the health of the natural environment and its capacity to sustain all life.

15. To ensure a broad cross-section of council disciplines have had input into the CMF submission, the draft has been prepared by the Planning Managers Group and had input from the Policy Forum. The final draft of the submission will be provided to Chief Executives and Mayors for final review and sign off.
16. There will be an opportunity for the Chief Executives to provide input into the draft submission (to be sent separately) at the Chief Executives Forum meeting.

Timeframes for strategic planning and climate adaptation legislation

17. The announcement on 29 June 2021 of the inquiry on the Natural and Built Environments Bill: Parliamentary Paper included next steps and the process for public consultation on the NBA bill and the timeframes and next steps for the development of the Strategic Planning Bill and Climate Adaptation Bill
18. The Strategic Planning Bill is intended to be introduced to parliament in early 2022 alongside the NBA Bill.
19. Consultation on 'core policy' forming part of the Strategic Planning Bill will occur in early 2022, alongside consultation on the National Adaptation Plan under the Climate Change Response Act.
20. All three Acts are intended to be passed into law in early 2023

Resourcing implications of the reform process

21. I am mindful that the very short turnaround time from release of the exposure draft to the due date has placed pressure on staff who have been preparing and reviewing the submission, while very likely preparing individual council submissions at the same time and undertaking their usual business and would like to acknowledge their input into the regional submission.
22. Ongoing engagement in the reform process may present resourcing issues for Canterbury councils and could benefit from investment in additional resourcing.
23. The breadth and speed of the reform, coupled with significant existing work programmes, will likely place challenges on local authorities' planning teams and the ability to engage in the reform process. Along with the technical planning aspects of the reforms there are broader structural outcomes to be considered that have been referred to in the reform process, but the details are still to be confirmed, e.g. the establishment of regional planning committees.
24. Consideration could be given to the engagement of an independent contractor to assist the Canterbury Mayoral Forum in its ongoing engagement with the resource management reform processes, including the development of regional submissions to the Natural and Built Environment, Spatial Planning and Climate Adaptation Bills.

Canterbury representation on national working groups

25. We are acutely aware of demands being placed on the sector currently and the appetite from central government to implement change at a rapid pace. Across Canterbury we have significant knowledge and experience at both executive management and operational levels.
26. At the last Policy Forum meeting, we expressed concern at the process for appointment to working parties by both our sector and by central government. We are the second largest region in New Zealand and need to ensure that we have an effective voice at working party tables. We refer to our Terms of Reference which requires us to work collaboratively – something that we have been doing very effectively across Canterbury in recent years. We have a strong network of support groups, often working in the same space as our national colleagues. These groups are able to add considerable support and knowledge at a national level.
27. To ensure Canterbury is well represented and has an appropriate voice in national-level groups, I recommend that the Canterbury Mayoral Forum asks LGNZ, Taituarā, and central government agencies to give recognition to the benefit of the Canterbury voice when selecting future membership of working parties and advisory committees.

Local Government Forum of Chief Executives for the RM reform

28. A meeting of the resource management system reform Local Government Chief Executives' Forum was held on Monday 5 July to provide advice on a range of matters including the following around the preparation of spatial plans:
- governance and decision making
 - geographic boundaries
 - monitoring and oversight
 - transition and implementation.
29. Due to confidentiality, it is not possible to share the material presented, however a lot of material is based around the practicality of the proposed matters contained in the Randerson report. It is clear there will be a spatial plan based on regional government boundaries. The governance offered for the plans range from officials, elected representatives, central government and iwi. The challenge is to offer the right mix for regional/local knowledge mixed accordingly with technical expertise. Support for the preparation and monitoring of plans is also under active consideration.

Taituarā officials' forum

30. Taituarā has recently established a Resource Management Reform Reference Group (RMRG) to assist the local government sector to contribute to the reform of the resource management system by identifying issues with the potential to impact on local authorities and to support the sector's transition to and implementation of the new system.

31. Expressions of Interest were sought from across the country for membership of this group. Unfortunately, very few EOI for the reference group were received from Canterbury in time and as such the group does not have any Canterbury representation.
32. A key purpose of the RMRG will be identifying and advising on the practical issues that are likely to impact local government's ability to operationalise the new pieces of legislation that are proposed to replace the Resource Management Act 1991 and to transition to the new system. It will be responsible for:
- developing and presenting local government sector responses on legislative and policy developments, including how they will impact on local government's operations
 - preparing and presenting submissions representing local government sector concerns from a management and operational perspective
 - identifying resourcing and training/professional development needs to support local government to transition to and operationalise the resource management system reforms, including identifying training and professional development needs, and developing or commissioning programmes to meet those needs
 - monitoring local government's transition to the new resource management system; and
 - building relationships with stakeholders with interests in, or the ability to influence local government's operating environment.
33. The RMRG will largely inform the response to the reform proposals that Taituarā provides on behalf of its members but may also have opportunities to feed into central government's policy development work programme.
34. With the lack of Canterbury representation on this group the Secretariat has offered to be a conduit between the group and Canterbury councils. The Christchurch City Council's Head of Strategic Policy is also working with Taituarā on how Canterbury can be involved and contribute without being a formal member.

Next steps

35. The final draft of the Canterbury Mayoral Forum submission on the exposure draft of the Natural and Built Environment Bill has been circulated to Chief Executives and Mayors on 28 July for their review and comment before finalising and submitting to the Environment Committee on 4 August 2021. Once final comments have been received and incorporated, as appropriate, the submission will be submitted to the Environment Committee.
36. Subject to the Chief Executive Forum's agreement, the Secretariat will draft letters from the Mayoral Forum to Local Government New Zealand, Taituarā, Ministry for the Environment and Department of Internal Affairs asking that recognition is given to the value of including a Canterbury voice when selecting future membership of working parties and advisory committees.

Attachments

- Terms of reference for the inquiry on the Natural and Built Environments Bill: Parliamentary Paper.

Attachment 1: Terms of reference for the inquiry on the Natural and Built Environments Bill: Parliamentary Paper

1. The purpose of the inquiry is to provide feedback to the government on the extent to which the provisions in the exposure draft of the Natural and Built Environments Bill will support the resource management reform objectives to:
 - protect, and where necessary, restore the natural environment, including its capacity to provide for the well-being of present and future generations
 - better enable development within environmental biophysical limits including a significant improvement in housing supply, affordability and choice, and timely provision of appropriate infrastructure, including social infrastructure
 - give effect to the principles of Te Tiriti o Waitangi and provide greater recognition of te ao Māori, including mātauranga Māori
 - better prepare for adapting to climate change and risks from natural hazards, and better mitigate emissions contributing to climate change
 - improve system efficiency and effectiveness, and reduce complexity, while retaining appropriate local democratic input.
2. The select committee is asked to pay particular attention to objective (e) when providing their feedback on point 1.
3. The select committee is also asked to collate a list of ideas (including considering the examples in the parliamentary paper) for making the new system more efficient, more proportionate to the scale and/or risks associated with given activities, more affordable for the end user, and less complex, compared to the current system.
4. For the avoidance of doubt, the scope of the inquiry is limited to the following:
 - feedback on the exposure draft
 - feedback on the material in the parliamentary paper that provides rationale for the clauses in the exposure draft
 - collating a list of ideas for point 3 above.

Canterbury Chief Executives Forum Item 13

Date: 2 August 2021

Presented by: David Ward, Member, Climate Change Steering Group

Canterbury Climate Change Risk Assessment update

Purpose

1. This paper updates the Canterbury Chief Executives Forum on the Canterbury Climate Change Risk Assessment project and seeks advice on the signoff process and public communication options for the project deliverables.

Recommendations

That the Canterbury Chief Executives Forum:

1. **support the approach to approval of the Canterbury Climate Change Risk Assessment deliverables**
2. **provide advice on approach options for communications and engagement for:**
 - 2.1.1. **public release of the assessment's results**
 - 2.1.2. **communicating results relating to sectors managing high and extreme risks**
 - 2.1.3. **communicating results where high and extreme risks are managed by councils.**

Key points

2. The Canterbury Climate Change Risk Assessment is nearing completion, which has included an extensive engagement programme involving mana whenua, youth, and sector groups.
3. Final deliverables will be presented for approval by the Chief Executives Forum and endorsement by the Mayoral Forum in November, ahead of public release.
4. Public release of the assessment will be led by the Mayoral Forum. The preparation and production of supporting communications materials will be a collaborative process with councils and Ngāi Tahu (building on experience of the risk screening and *It's Time, Canterbury*); feedback is sought on the Forum's preference for 'scale and volume' of publicity and the level of related engagement.

Background

5. On 27 July 2020, the Canterbury Chief Executives Forum:
 - approved the scope for the second stage of the Canterbury Climate Change Risk Assessment – a detailed risk and urgency assessment to give Canterbury an improved understanding of the priority climate risks and opportunities to support adaptation planning across the region, and
 - resolved to fund this by a levy on member councils based on the current allocation formula for the regional forums budget.
6. The Canterbury Mayoral Forum endorsed and released the Canterbury Climate Change Risk Screening interim reports on 21 August 2020.
7. On 4 June 2021, the Climate Change Steering Group (CCSG) discussed the approach for approval of the deliverables and public communications options for the second stage risk assessment. The CCSG agreed to seek advice from the Chief Executives Forum on communications options for public release prior to considering this matter again at its September meeting.

Canterbury climate change risk assessment progress update

8. Tonkin and Taylor (T+T) has been contracted to undertake the risk assessment. The team is completing an extensive engagement programme to validate the risks identified in the assessment. This programme includes:
 - setting up and running a Rūnanga Steering Group and Project Steering Group
 - rūnanga risk hui
 - subject-matter expert workshops
 - youth workshop.
9. The Rūnanga Steering Group was formed to develop an integrated framework incorporating Ngāi Tahu values and mātauranga Māori into the Canterbury climate change risk assessment while aligning with the national climate change risk assessment framework.
10. The engagement programme has taken longer than initially planned. The risk assessment was intended to be completed mid-2021 but will now be completed in September 2021 and presented for endorsement to the Mayoral Forum meeting in November 2021.
11. Draft deliverables completed so far include the integrated framework, an interacting risk diagram and a draft register of risks. A draft of the technical report is due to be completed by 26 July 2021, with other deliverables, including public-facing material and infographics, due in September.

12. A technical report is to be completed by T+T. This report will be structured based on the risks from climate change to the values in the integrated framework, such as Wai (water), Hapori (Sense of community), and Ōhanga (prosperity). This will include detailed narrative describing the nature of the risk, including an indication of areas in Canterbury where the risk is most relevant, and the decision urgency (the degree to which further action is needed).

Initial results of the Canterbury climate change risk assessment

13. T+T have provided a draft risk register, which provides insight into the expected results. However, it should be noted that these may change as T+T finalise the results.
14. Initial results show 12 risks from climate-induced hazards which are currently high or extreme in Canterbury. This rises to 53 high or extreme risks by 2050, and 84 by 2100.
15. The table below shows the 12 high or extreme risks identified for Canterbury in the present. These are not finalised and may be subject to further change, especially as work on urgency is completed for the technical report.

Category	Element at Risk	Climate Hazard	Responsibility for Managing Risk
Agriculture	Livestock	Drought	Industry
	Crops		Industry
		Storms and Wind	Industry
Fisheries	Fisheries and aquaculture	Storms and Wind	Industry
Forestry	Exotic	Storms and Wind	Industry
Housing and Buildings	Rural Housing and Communities	Fluvial and Pluvial Flooding	Regional Council, TAs
	Settlements and Urban Communities		Regional Council, TAs
		Coastal and Estuarine Flooding	Regional Council
Land Use	Montane and Hill Country Environments	Increased Fire-Weather	Fire and Emergency NZ
Transport Infrastructure	Rail	Increased Coastal Erosion	KiwiRail
Water	Irrigation and Water Races	Drought (inc. prolonged dry weather)	Industry
	Water Supply Infrastructure		TAs

16. The most extreme risks currently facing the region are to irrigation and water races, and water supply infrastructure, due to drought and prolonged dry weather.

Approach to approving risk assessment deliverables

17. A comprehensive approach for approval of the risk assessment project's deliverables is outlined below. This includes a schedule of briefings with key groups and councils to ensure all are briefed ahead of endorsement of the risk assessment deliverables by the Mayoral Forum and public release.

Group	Date of meeting	Topic
Mayoral Forum	20/08/2021	Project update, approval of approach to approving deliverables, and delegation of approval of public communications approach to CCSG (incorporating feedback from 4 June Climate Change Steering Group meeting and 26 July Chief Executives Forum, and a more detailed communications option based on draft results)
Climate Change Steering Group	17/09/2021	Approval of public comms option and present draft report and T+T public-facing materials. <i>Note these will also be presented to Te Rōpū Tuia (Environment Canterbury-papatipu rūnanga governance group) and Te Paiherenga (Environment Canterbury-papatipu rūnanga operational group) in September</i>
Individual Canterbury councils	Sept-Nov	Present draft report and public-facing materials (incorporating feedback from the above groups) to key staff and elected members.
CEs Forum	1/11/2021	Approve draft report and public-facing materials.
Mayoral Forum	19/11/2021	Endorse report and public-facing materials.

Public communication of results

18. In 2020, there was a low-key, 'soft' release of the risk screening results, due to the interim nature of the reports and pandemic response occurring at the time. Risk screening results have, since then, been incorporated into public information on the *It's Time, Canterbury* website.
19. A similar approach could be taken with the risk assessment results, but this is not recommended - the regional and national climate change responses have built momentum, and a 'soft' release may not achieve the objective to promote improved understanding of climatic risks for Canterbury.
20. Feedback from the Canterbury Chief Executives Forum is sought on the following options for the public communications of the assessment results. The options affect the 'scale and volume' of publicity, and the level of associated engagement. The options presented here are high-level only, and will need to be refined after the risk assessment results are available:

- proactive release – the risk assessment deliverables are published on the Mayoral Forum website, with supporting publicity such as a media release and interviews, op-ed, shared stakeholder emails, social media, etc.
 - proactive release and engagement – as above, with additional activities that build relationships and momentum of climate change conversations. This could include a technical webinar, grass-roots meetings (youth, climate champions/activists, targeted industry/stakeholder meetings, and/or a public event of some kind to mark the release of results).
21. It is also envisaged that the risk assessment will yield new content for the '*It's Time, Canterbury*' campaign.
22. Feedback from the Canterbury Chief Executives Forum is also sought on the communications and potential engagement relating to high and extreme risks that will be highlighted in the assessment. As per the table at paragraph 15, responsibility for managing risk lies between both local authorities and industry sectors. The Chief Executives Forum is asked to consider the need for:
- a 'heads up' or meetings with key sectors to discuss relevant risks ahead of the public release of Canterbury's results
 - including information on current and planned adaptation actions where risk is managed by Canterbury councils (water supply and flooding) when the assessment is released.
23. The preferred option is for a proactive release (at a minimum), with options for engagement, including specific needs relating to high and extreme risks, to be refined once the draft technical report is received and key results known. These will be shared with the Mayoral Forum in August for their advice and delegation of final approval to the Climate Change Steering Group.

Cost, compliance and communication

Financial implications

24. Environment Canterbury invoiced councils for the Canterbury Climate Change Risk Assessment, as agreed by the Chief Executives Forum on 27 July 2020.
25. Further funding of up to \$10k, if required for additional engagement activities, is available from the regional forum's budget - see agenda item 10.

Risk assessment and legal compliance

26. The legal risk for releasing the results of the Canterbury Climate Change Risk Assessment is low as the findings cannot be used as an evidentiary base for spatial planning as they are not sufficiently detailed.

27. There is potentially high public interest in the results. As stated under the 'Public communications' section staff will provide communications support to the Mayoral Forum and with your agreement, will work with the Canterbury Climate Change Steering Group on the communications package.
28. Staff will prepare a holding statement in the event the results are prematurely released. We recommend Dr. Tim Davie, as convenor of the Canterbury Climate Change Working Group, acts as spokesperson if this happens. This allows the Mayoral Forum to make its own statement, at the appropriate time.

Significance and engagement

29. As mentioned above the project team engaged with Ngāi Tahu via a Rūnanga Steering Group and staff will brief Te Rōpū Tuia (Environment Canterbury-papatipu rūnanga governance group) and Te Paiherenga (Environment Canterbury-papatipu rūnanga operational group) in September.

Next steps

30. Feedback from the Chief Executives Forum will be incorporated into advice to the Mayoral Forum and to the Climate Change Steering Group.
31. Project deliverables will be provided to the Chief Executives Forum for approval on 1 November 2021.

Canterbury Chief Executives Forum Item 14

Date: 2 August 2021

Presented by: Bede Carran, Chair, Canterbury Corporate Forum

Carbon footprint assessments by Canterbury councils

Purpose

1. This paper provides information on the status of carbon footprint assessments by Canterbury councils and provides an update on the proposal to investigate options for a software programme for the collection of data following the GHG Protocols Scope 1, 2 and 3.

Recommendations

That the Canterbury Chief Executives Forum:

1. **note that the three councils that are still to complete initial carbon emission assessments will request quotes to complete by December 2021**
2. **endorse the Carbon Emissions Working Group to investigate options to jointly procure a software programme specific to the Canterbury councils for ongoing collection of data following the GHG Protocols Scope 1, 2 and 3.**

Background

2. At its March 2020 meeting the Canterbury Corporate Forum asked the Climate Change Working Group to provide information about council carbon footprint assessments. To assist this process, the Corporate Forum set up a Carbon Emissions Working Group.
3. Seven councils, after initially engaging with various companies, MadWorld Ltd, Toitū and Coffee Services NZ Ltd to complete assessments, felt there was little benefit in continuing to engage with the companies other than using their services to complete the required yearly assessment.

Carbon footprint assessment and procurement of a programme by Canterbury councils

4. Councils have undertaken their own carbon footprint assessments in-house or with the services of an outside consultant. The table at Attachment 1 provides an update on council carbon footprint assessments.

5. The Carbon Emissions Working Group consider there would be benefit in collectively procuring the development of a software programme for the collection of data based on the GHG Protocols – Scope 1, 2 and 3 for the Canterbury councils.
6. The Chief Executives Forum is asked to endorse the working group to investigate options to jointly procure a software programme for this purpose.
7. Scoping for the new software programme would include the need for it to be developed to allow for change and alignment with any upcoming new accounting standards or required reporting structures as required by government.
8. Scope for the programme would be determined by the Carbon Emissions Working Group and considered by the Canterbury Corporate Forum before seeking agreement from the Chief Executives Forum to proceed with development of any programme.
9. Most of the members of the Carbon Emissions Working Group have indicated their support for developing a software programme for the collection of data and see value in councils having a common data collection tool.

Next Steps

10. Subject to the endorsement of the Chief Executives Forum, the Carbon Emissions Working Group will investigate options to jointly procure a software programme specific to the Canterbury councils for ongoing collection of data following the GHG Protocols Scope 1, 2 and 3. It is proposed that timing for implementing new software would be once all councils have completed their first or second assessment by December 2021.
11. Details of the scope and costs for this programme will be reported to the Corporate Forum and then brought back to the Chief Executives Forum for their agreement to the expenditure.

Attachment 1 – Update on Council Carbon Footprint Assessments

Council	Completed	Supplier	Scope	First/next assessment due
Ashburton District Council	Engaging for assessment by 31 Dec 2021	MadWorld Ltd / Toitu	<u>Scope</u> = <i>Control</i> (IAW ISO 14064-1: 2006 standard) <u>Organisational Boundaries</u> = “GHG emissions from sources over which the Council has control and can consequently implement management decisions”	FY20/21
Christchurch City Council	3	CEMARS (now Toitū)		FY20/21
Environment Canterbury	1	MadWorld Ltd	<u>Scope</u> = <i>Control</i> (IAW ISO 14064-1: 2006 standard) <u>Organisational Boundaries</u> = “GHG emissions from sources over which the Council has control and can consequently implement management decisions”	FY21/22
Hurunui District Council	Work in progress	In-house, using MfE workbook		FY19/20
Selwyn District Council	Work in progress	CEMARS (now Toitū)		FY20/21
Waimakariri District Council	1	Coffey Services NZ Ltd	<u>Scope</u> = “GHG emissions from Councils operations” <u>Organisational Boundaries</u> = “all three scopes [IAW the GHG Protocol] as far as raw data was available”	FY20/21
Waitaki District Council	1	MadWorld Ltd	<u>Scope</u> = <i>Control</i> (IAW ISO 14064-1: 2018 standard) <u>Organisational Boundaries</u> = “GHG emissions from sources over which the Council has day-to-day control and can consequently implement management decisions”	FY20/21
Kaikoura District Council	Engaging for assessment before 31 Dec 2021	MadWorld Ltd/Toitu	<u>Scope</u> = <i>Control</i> (IAW ISO 14064-1: 2018 standard) <u>Organisational Boundaries</u> = “GHG emissions from sources over which the Council has day-to-day control and can consequently implement management decisions”	FY21/22

Council	Completed	Supplier	Scope	First/next assessment due
Mackenzie District Council	Being contacted to join others for engagement for assessment by 31 Dec 2021	Madworld Ltd / Toitu	Scope = <i>Control</i> (IAW ISO 14064-1: 2018 standard) <u>Organisational Boundaries</u> = "GHG emissions from sources over which the Council has day-to-day control and can consequently implement management decisions"	FY21/22
Timaru District Council	Engaging for assessment by 31 Dec 2021	MadWorld Ltd / Toitu	Scope = <i>Control</i> (IAW ISO 14064-1: 2018 standard) <u>Organisational Boundaries</u> = "GHG emissions from sources over which the Council has day-to-day control and can consequently implement management decisions"	FY21/22
Waimate District Council	1	MadWorld Ltd	Scope = <i>Control</i> (IAW ISO 14064-1: 2018 standard) <u>Organisational Boundaries</u> = "GHG emissions from sources over which the Council has day-to-day control and can consequently implement management decisions"	FY21/22

Date: 2 August 2021

Presented by: Stefanie Rixecker, Environment Canterbury

Canterbury Water Management Strategy update

Purpose

1. This paper provides an update on region-wide progress towards implementing the Canterbury Water Management Strategy (CWMS) for April to June 2021 and the intended direction regarding the alignment of the Canterbury Water Management Strategy to the statutory direction set through the Essential Freshwater package.

Recommendations

That the Canterbury Mayoral Forum:

1. receive the CWMS update report.

Update on region-wide progress towards implementing the CWMS

Regional and Zone committee updates

2. The CWMS Regional Committee, in its previous format, held its last meeting on 15 June 2021. The appointment process for an Independent Chair and community representatives for the new Regional Committee is under way.
3. A Letter of Shared Priorities to guide the work of the Regional Committee has been developed. The letter will include priorities from Environment Canterbury (as it is a committee of Environment Canterbury) and the Mayoral Forum's Plan for Canterbury 2020-2022.
4. It is anticipated that the membership of the Regional Committee will be refreshed by September 2021.
5. The 2021 CWMS Zone Committee Refresh commenced in April with appointments being confirmed by all Councils in July and August. The refreshed Zone Committees have progressed their three-year Action Plans guided by the Letters of Shared Priorities.
6. Zone managers and facilitators have summarised the focus for the CWMS Zone Committees from April to June 2021 (see Attachment 1).

CWMS Targets Progress report 2019-2021

7. The draft CWMS Targets report text has been finalised and Environment Canterbury is continuing its work to shift the report online. This approach will enable the many organisations responsible for the delivery of CWMS to showcase their work. Zone committees, Canterbury's city and district councils and other agencies will be able to provide direct links to their websites.
8. Each CWMS Target Area has a dedicated web page. See Attachment 2 for examples of the format of the:
 - Landing page – "Monitoring CWMS progress"
 - Water Use Efficiency Target page.

RMA planning and implementation

9. The independent hearing commissioners recently delivered their recommendations on proposed Plan Change 7 (PC7) to the Canterbury Land & Water Regional Plan and proposed Plan Change 2 (PC2) to the Waimakariri River Regional Plan.
10. Overseer has been undergoing a scientific review by a Science Advisory Panel established by MPI and MfE. The review is almost complete. Environment Canterbury wants to understand the Overseer review outcomes and the implications of these by the end of July, before making a decision on whether to adopt the commissioners' recommendations on PC7 and PC2.
11. Environment Canterbury has applied to the Minister for the Environment for an extension to the timeframe to make its decision on PC7 and PC2, until 31 October 2021. The commissioners' recommendations will be made public as part of the meeting agenda when the Council decides whether to adopt the recommendations on PC7 and PC2.

Key regional projects/campaigns

12. The Farm Environment Plan (FEP) Auditor Guidance for Dairy Effluent, Soils and Irrigation has been officially signed off by the FEP Auditor Reference Group.
13. FEP Auditor training days (8 and 22 July) for FEP auditors and farm consultants have been organised.
14. The FEP Audit Tool has been updated to make the tool more efficient for FEP Auditors to prepare and submit FEP Audit Reports. It also includes an intensive winter grazing assessment and monitoring of fertigation systems (fertiliser applied through the irrigation system).
15. The following projects to improve water quality, increase river flows and groundwater levels continue to be trialled in the region:

- full commissioning of the Selwyn/Waikirikiriri Near River Recharge (NRR) scheme was successfully completed in May 2021. The site suffered some damage due to the 29-31 May flooding event, but this is expected to be rectified by mid-July
- the Hekeao Hinds Managed Aquifer Recharge (MAR) trial now has 17 operational MAR and NRR sites. Year 5 of the trial concluded on 31 May, with a 66% increase in recharge volume compared with Year 4 and measurable improvements in groundwater quality and Hekeao / Hinds River flows
- the upper Hekeao Hinds Near River Recharge site suffered significant damage in the May 29-31 flooding event. Remedial and enhancement activities are expected to continue until late winter
- Broadacres TSA Kōwaro / Canterbury mudfish habitat construction was not completed by May 2021 and has been temporarily halted due to high spring flows through the site following the May flood event.

Central government policy

16. In June the government announced its preferred option to create four new water services entities for local government's three waters services. The option would see local government's water infrastructure assets remain in public ownership but under new entities. Councils have until the end of 2021 to advise the government on their decision to remain in, or opt out of, the reform.
17. The Select Committee is due to report back on the Water Services Bill on 11 August 2021. Once the Bill has been passed and regulations are in place, Taumata Arowai will then take over from the Ministry of Health as the national drinking water regulator.
18. The Resource Management Act (RMA) will be replaced and repealed with three new laws: Natural and Built Environments Act (NBA), Strategic Planning Act (SPA) and Climate Adaptation Act (CAA). A Parliamentary Paper and first exposure draft of the NBA has now been released which sets out the rationale and core provisions (see item 12).
19. The exposure draft includes provisions relating to:
 - definitions (but only for terms used in the exposure draft)
 - the Purpose and related provisions
 - Te Tiriti o Waitangi clause
 - environmental limits
 - environmental outcomes
 - National Planning Framework
 - Natural and Built Environment Plans.
20. Submissions on the Natural and Built Environments Bill: Parliamentary Paper and Exposure draft close on 4 August 2021. A select committee inquiry will review the exposure draft, consider submissions, and report back to the House with its recommendations.

21. This process is expected to take around three months and the outcome of the select committee inquiry will inform work on the SPA and CCA.
22. The SPA will help coordinate and integrate land use and funding decisions under different legislation and require the development of long-term regional spatial strategies. The SPA Bill is intended to be introduced to Parliament in early 2022 alongside the NBA Bill (which will be open for a second round of consultation).
23. The CAA will address complex issues associated with managed retreat and funding and financing climate adaptation. Consultation on 'core policy' forming part of the SPA will occur in early 2022, alongside consultation on the National Adaptation Plan under the Climate Change Response Act.
24. All three Acts are intended to be passed into law this parliamentary term.

Essential Freshwater implementation

25. Environment Canterbury continues to develop its approach to implementing the new requirements of the Essential Freshwater package and provides regular updates on the Environment Canterbury's webpage^[1].
26. Environment Canterbury is working with papatipu rūnanga to co-design the approach to give effect to the requirements of Essential Freshwater. A number of wānanga are being planned to progress Environment Canterbury's work with papatipu rūnanga.
27. Additional information on the implementation of the Essential Freshwater package will be presented at the Mayoral Forum sub-group on 9 August 2021.
28. The Government is seeking feedback on its proposed Freshwater Farm Plan (FW-FP) module, part of the Government's push towards integrated farm planning. Environment Canterbury is working through the information provided by the Government to understand the differences between Canterbury's Farm Environment Plans (FEPs) and the proposed new FW-FPs.
29. The Ministry for the Environment is running a number of workshops on Te Mana o te Wai for tangata whenua and regional and unitary councils throughout the country in July and August 2021. The Canterbury workshop will be held on 27 July in Christchurch.
30. At their meeting on 3 May 2021 the Chief Executives (CE) Forum discussed a proposal to align the CWMS to statutory direction set through the Essential Freshwater package to ensure the CWMS continues to provide the mechanism for regional leadership on water management.
31. The CE Forum supported maintaining a watching brief over the next 12 months to help inform timing of any possible CWMS alignment and requested proposals for mitigations

^[1] <https://www.ecan.govt.nz/your-region/your-environment/water/essential-freshwater-package>

and risks with this intended approach to be prepared for the next Mayoral Forum via the CEs Forum in August.

32. Risks outlined in the 3 May 2021 CWMS update report (points 14 – 16) still apply; namely:

- capacity of the sector to manage competing priorities due to reforms
- clarity required around process, linkages and purpose surrounding the setting of visions for each freshwater management unit.
- clarity required around the concept of Te Mana o te Wai for each rūnanga
- seeking and enabling mana whenua involvement in co-designing the approach for developing the regulatory approach.

Attachments

- Attachment 1: Zone overview from April to June 2021
- Attachment 2: Example CWMS Landing and Water Use Efficiency webpages

Attachment 1: Zone overview from February to April 2021

CWMS Committee	Focus of the Zone Work Programme	Highlights of practical work underway
Kaikōura	<p>Lyell Creek/Waikōau</p> <p>Clarence/Waiau toa</p>	<ul style="list-style-type: none"> • An extension of the Waikōau stream walk data collection, with analysis and works recommendations for Middle Creek catchment funded by the Ministry for Primary Industries. • Ground weed control of the riverbed's upper sections completed (jointly funded by Land Information New Zealand, the Department of Conservation, Environment Canterbury, and adjoining neighbours)
Hurunui Waiau	<p>Chatterton River</p> <p>Hurunui Splash</p> <p>Braided river Flagship project</p>	<ul style="list-style-type: none"> • Hurunui Waiao Uwha Zone Committee had its final meeting and celebrated the progress made over the last 10 years on 12 July. • A joint project between Hurunui District Council and Environment Canterbury at the head of the Chatterton River above Woodbank Road to remove willows along the river margins. Native plantings are being planned. • Four swimming holes completed at popular locations at the Hurunui River near the Balmoral camping ground, Riverside reserve in the Waiau township, Dog Stream near Hamner Village, and the Watohi River near the Waitohi Domain. • Pest control programme undertaken of Southern Black Gull and mammalian predators to protect braided river bird (i.e., Black Fronted Tern and the Banded Dotterel). nesting sites and chicks.
Waimakariri	<p>Arohatia te Awa (Cherish the River) project.</p> <p>Braided River Revival programme</p> <p>Silverstream loop</p> <p>Waterway projects</p>	<ul style="list-style-type: none"> • Environment Canterbury and Waimakariri District Council are working together on several aligned projects, including Arohatia te Awa (Cherish the River). Both councils are also working with landowners adjacent to the Cam River to increase public access, plant native vegetation and improve awareness around weed spraying in waterways. • 21km of nuisance trees and scrub have been removed from the riverbed fairways, starting from the Ashley Gorge all the way into the Waikuku river. • 18,000 eco-sourced native plants have been planted in locations on Harpers Road and Giles Road at the Silverstream Loop. • \$3.2 million dollars of government funding has been approved for a number of projects around McIntosh Bend near the Waimakariri/Kaipoi River confluence. Works include the realignment of North Bank to increase the flood protection and wetland enhancement.
Christchurch-West Melton	<p>Improving stormwater management</p> <p>Working with community/catchment groups</p>	<ul style="list-style-type: none"> • Working with the Christchurch City Council on their comprehensive stormwater consents and stormwater and audit programme • Environment Canterbury has continued to support the research into the at-source treatment methods. • Stormwater Superhero Mobile Resource well received at several public events. • Community Waterways Partnership Charter was launched. • Supported a range of pest and weed removal to improve and restore native habitat for indigenous species in a number of locations including Styx River, Tunnel Road saltmarsh and Cashmere stream in collaboration with a

CWMS Committee	Focus of the Zone Work Programme	Highlights of practical work underway
		number of agencies including rūnanga, the Water & Wildlife Trust, QEII, Christchurch City Council and landowners.
Banks Peninsula	Whaka Ora Healthy Harbour Flood Management in the Wairewa Catchment	<ul style="list-style-type: none"> • Focused on identifying and supporting pollution control practices at industrial sites around Lyttleton. • Continued to work with foresters to improve awareness of erosion and sediment controls and regulations. • Ongoing willow control in parts of the Wairewa catchment to help prevent flooding. • The Wairewa Bank Stabilisation Project (to stabilise erosion hotspots within the catchment) is continuing with maintenance for the first planting sites, and assessments other potential sites for stabilisation work.
Selwyn-Waihora	Whakaora Te Waihora Lowland and high country streams	<ul style="list-style-type: none"> • Over \$4 million was secured from MFE to expand the Whakaora Te Waikēkēwai project to restore the stream. This is led by Te Taumutu Rūnanga. • Constructed wetland at Ahuriri Lagoon is complete. To gauge the outcomes of the project, maintenance and monitoring of the installed plants and site (via mātauranga Maori monitoring and water quality monitoring) is ongoing. • Wetland restoration project underway in the Hororata area working with landowners, Selwyn District Council, Department of Conservation and Central Plains Water. • Supporting Harts Creek Stream Care Group to undertake willow control and riparian planting.
Ashburton	Ashburton Lakes/Ō Tū Wharekai Pest control Hekeao/Hinds River and Drains Essential Freshwater package	<ul style="list-style-type: none"> • Investigations have continued into the Ashburton Lakes project, which focused on Good Management Practices and working with landowners. • In both the Upper Rakaia and Rangitata areas the predator control work programmes have been implemented. , with discussions now underway with the Regional Team about ongoing support. • Arowhenua Runanga representative on the Hekeao Hinds Water Enhancement Trust and Aoraki Environmental Consultants visited Mahinga Kia Trial Sites for watercress. This was to initiate conversations about ongoing management. • Environment Canterbury and the Ashburton District Council staff engage with a variety of rural stakeholders, and related agencies on discussions of catchment health.
Orari-Temuka-Opihi-Pareora	Salt Water Creek Biodiversity projects Coastal Lagoon projects	<ul style="list-style-type: none"> • The creek is affected by urban and rural runoff. Working with Timaru District Council on a stormwater management plan. • Focus on protecting and enhancing Long-tailed bat populations; working with the Talbot Forest working group. • Scoping work to enhance existing biodiversity corridors along rivers. • Trapping and weed control programmes at Orari River to protect black bill gull colonies. • Scoped work for weed control and planting at Old Orari Lagoon, Horseshoe Lagoon and Spider Lagoon

CWMS Committee	Focus of the Zone Work Programme	Highlights of practical work underway
Upper Waitaki	Ahuriri Catch Collectives Biodiversity Compliance monitoring	<ul style="list-style-type: none"> • Focus on supporting Ahuriri Catchment Collectives work programme to improve understanding of stream health and additional work required to mitigate impacts of land use. • IMS funding fully allocated for weed control in the Upper Ohau and projects to protect and enhance high value wetlands on private land. • Compliance, monitoring and enforcement programme finalised for the Upper Waitaki/Mackenzie Basin area.
Lower Waitaki	Amenity values Wainono Lagoon Upper Hakataramea Bio Security measures	<ul style="list-style-type: none"> • MoU with Waitaki District Council for ongoing management of amenity assets has been drafted. • Working with farmers in catchment to reduce sediment, nutrient leaching, undertaking weed control and supporting GMP on the margins of the lagoon. • Threaten plants, flax and sedgelands have responded positively to weed control. • Macrophyte restoration is also showing signs of long-term establishment.

- Environmental limits
- Ecosystem health and biodiversity
- Natural character of braided rivers
- Kaitiakitanga
- Drinking water
- Recreational and amenity opportunities
- Water use efficiency - actual
- Irrigated land area
- Energy security and efficiency
- Regional and national economies
- Water use efficiency - template with example content
- Water use efficiency - blank template

The Canterbury Water Management Strategy (CWMS) targets – and goals within these – were set in 2010 to make a positive difference to our environment and how we manage our natural resources. CWMS partners, agencies and communities are responsible for delivering on these. The goals are ambitious to achieve, and require collaboration and shared resourcing.

Initial work undertaken over the last 10 years has included:

- establishing 10 Zone Committees and a Regional Committee
- setting priorities, policies and rules through RMA plans and other strategic documents
- gathering information and data to support the development of work programmes and activities.

Summary of progress against targets

We report on progress on behalf of partners, and past reports have mostly summarised the range of actions being taken. We're working to improve reporting to clearly show progress being made towards achieving the goals and, where possible, the outcomes achieved. We'll also note where there's insufficient information to show if targets and goals are being met.



Environmental limits

Set and achieve flow, catchment and nutrient limits consistent with all the target areas mentioned here.



Ecosystem health and biodiversity

Protect, restore and prevent further loss of
habitats and species in all natural aquatic
environments - from the mountains to the sea
- ki uta ki tai.



Natural character of braided rivers

Maintain, support, enhance and protect our braided rivers and the native species and habitat along their lengths. Actively maintain floodplains. No new dams on the main stems of major alpine braided rivers.



Kaitiakitanga

Actively involve rūnanga in water management and decision-making. Increase the community understanding of customary values and uses.
Protect wahi taonga and mahinga kai waterways.



Drinking water



Recreational and

Drinking water

Increase the percentage of people with safe drinking water. Ensure water quality remains high where it is currently. Prevent further decline where it must currently be treated.



Water use efficiency

Achieve high levels of best-practice water use for all irrigation, stockwater and industrial/commercial use. Improve water use efficiency in urban water use.

Recreational water

amenity opportunities

Maintain and improve existing diversity and quality of recreational sites, opportunities and experiences.



Irrigated land area

Achieve a substantial increase in the reliability of water supplied for irrigation, and in the area of irrigated land which has high standards of nutrient and water use management.



Energy security and efficiency

Maintain or increase existing electricity supply to New Zealand. Reduce power generation demand on waterways through efficiency gains and alternate smart-power generation solutions.



Regional and national economies

Achieve a demonstrable increase in economic wealth due to improved water management for all target outcomes, measured through economic growth and employment.

- ✓ [Visit Canterbury Water Management Strategy \(CWMS\) webpage.](#)
- ✓ [View CWMS Targets and Goals \(PDF File, 956KB\).](#)
- ✓ [View previous CWMS Targets Report from 2019 \(PDF File, 3.73MB\).](#)

CWMS partners

Te Rūnanga o Ngāi Tahu | Ngā Papatipu Rūnanga | Ashburton District Council | Christchurch City Council | Environment Canterbury | Hurunui District Council | Kaikōura District Council | Mackenzie District Council | Selwyn District Council | Timaru District Council | Waimakariri District Council | Waimate District Council | Waitaki District Council

Need help?



Contact us
online



Phone us
0800 324 636



Visit our
offices

Looking for something else?

[Rates Tool](#)

[LAWA](#)

[Metro](#)

[Civil Defence](#)

[Canterbury Maps](#)

[More websites ...](#)



Environment Canterbury © 2021

[Accessibility](#)

[Privacy](#)

[Copyright](#)

[Glossary](#)

[A-Z Index](#)

[A-Z](#)

[New Zealand Government](#)

Water

- Wai We Care
- Canterbury's water +
- Water use charges
- Where's good to swim today? [↗](#)
- Swimming water quality
- Health warnings +
- Essential Freshwater package +
- Canterbury's approach to water management
- What's happening in my water zone? +
- Measuring progress
- Groundwater tools and resources
- Cultural importance
- River report
- View technical reports
- Subscribe to your water zone mailing list
- Latest water news stories
- Measuring CWMS progress**
 - Environmental limits
 - Ecosystem health and biodiversity
 - Natural character of braided rivers
 - Kaitiakitanga
 - Drinking water
 - Recreational and amenity opportunities
 - Water use efficiency**
 - Irrigated land area
 - Energy security and efficiency
 - Indicators of regional and national economies
 - Content design examples
 - Recreational and amenity opportunities

Water use efficiency

Water use efficiency must be addressed in the context of [other CWMS targets](#) because some actions that improve water use efficiency can be detrimental to energy efficiency and biodiversity protection. The development of benchmarks is therefore part of the goals. There is a focus on irrigation water use, but goals for community water supplies and other uses are also included. Here's how things are progressing.



Note: Environment Canterbury reports on progress on behalf of CWMS partners.

Best practice and benchmarking

2020 goal 1: 80% of water used for irrigation and stockwater is operating according to best practice water use.

Has this goal been met?



Canterbury's irrigated area was estimated at 546,205 ha in 2020, up from an estimated 507,00 ha in 2017. Region-wide estimates of best-practice water use or efficiency are not available from existing data sets. However, reasonable estimates of water use efficiency can be made based on irrigation type.

Based on data from the [National Irrigated Land Spatial Dataset: 2020 update](#), 58% of mapped irrigation in Canterbury can be classed as high efficiency. This is a seven point increase from the 51% high-efficiency irrigation reported in 2019.

2020 goal 2: Reduced water used for community water supply by 10% (measured in litres per person for day) compared to that used in 2010.

Has this goal been met?



There is insufficient data available to report progress on these goals. The volume of water used in community water supplies is not measured at the regional level and it is unlikely to be measured consistently at the district level.

Territorial authorities undertake work to reduce water use, with some charging users based on volume used. Some territorial authorities also run campaigns to educate and promote lower water use, especially in high urban growth districts.

2020 goal 3: Increased the benefits gained per unit of water so that the volume of water beneficially used (used in production of crops, electricity, or commercial uses) in each zone as a proportion of the volume of water take is, on average, 5% greater than that achieved in 2010.

Has this goal been met?



The beneficial use of water is not measured and no work has been undertaken to progress this. [Central government reform](#) in this area will result in considerable progress over the next five to 10 years to improve water efficiency and beneficial use.

What is being done?

Highlights to date

- Irrigation NZ continues to run programmes to improve irrigation practices.
- An MBIE-supported programme, [Irrigation Insights](#) (AgResearch, NIWA, INZ), is demonstrating the effectiveness of farmer participation in research to identify 'Good Irrigation Practices'.
- Local authorities in Canterbury conduct outreach programmes to promote efficient water use.
- Irrigations schemes are looking to upgrade infrastructure to improve water efficiency, reducing losses from leaky water races.

Looking forward to 2025

- Irrigation NZ will continue to progress [strategic actions for irrigation](#).
- Environment Canterbury will continue to work with water consent holders, central government and the service industry to improve metering and the coverage of data transfer systems.
- Territorial Authorities will be identifying and making improvements to infrastructure to increase water efficiency and reduce wastage.
- The current operational delivery of Three Waters infrastructure is likely to change over the next few years as a result of [central government's Three Waters Review](#). However, this will drive improvements in water use efficiency.

[↑ Top](#)

Need help?



Contact us
online



Phone us
0800 324 636



Visit our
offices

Looking for something else?

[Rates Tool](#)
[LAWA](#)

[Metro](#)
[Civil Defence](#)

[Canterbury Maps](#)
[More websites ...](#)



Environment Canterbury © 2021

[Accessibility](#)

[Privacy](#)

[Copyright](#)

[Glossary](#)

[A-Z Index](#)

[A-Z](#)

[New Zealand Government](#)

Canterbury Chief Executives Forum Item 16

Date: 2 August 2021

Presented by: David Ward, Chair, Policy Forum

Building consent collaboration update

Purpose

1. This paper provides the Chief Executives Forum with an update on the activities, outcomes and next steps of the building consent collaboration working group.

Recommendations

That the Canterbury Chief Executives Forum:

1. **note the update on the activities, outcomes and next steps of the building consent collaboration working group.**

Background

2. The Policy Forum agreed to the formation of a short-term building consent collaboration working party at its meeting in March 2021. The purpose of the working party was to explore opportunities for greater cross-Canterbury collaboration.
3. It was agreed the working party would report through to the Chief Executives Forum in July with recommendations on ways forward for greater collaboration on building consenting across Canterbury.
4. While the group is not yet at the stage of reporting its findings, the group has met on two occasions and agreed several short-term actions while it continues to work on longer term solutions. This report provides an update on its activities so far.

Rationale for the working group

5. Many councils are currently under extreme pressure to process building consents within statutory timeframes, largely due to growth pressures and resource shortages.
6. Councils are in recruitment over-drive but are hampered by a limited pool of building consent processors which are in demand from not only local councils but also private consultancies and contractors. This can result in the “poaching” of staff and the inevitable ratcheting up of salaries in an increasingly competitive labour market.
7. While there a number of different platforms used by councils to process their consents, the Building Code is the same for all councils across New Zealand.

8. The Policy Forum agreed there would be significant benefit to the sector in pooling our resources and/or considering a different model of service delivery. This could open up opportunities and advantages, including making it easier for industry providers to deal with one set of rules across Canterbury, improving joined-up training and staff development, and establishing a consistent customer experience across Canterbury.

Progress and activities of the working party

9. The working party has met twice since its establishment in March of this year. Six councils (Christchurch, Mackenzie, Waimakariri, Selwyn, Ashburton and Timaru) are represented on the group.
10. The group's discussion has focused on collating and sharing data on building consent statistics, recruitment of officers, processes and related matters, and considering the range of collaborative approaches Canterbury could employ going forward.

Information-sharing

11. The working party created a template for members to share information on a range of building consent matters. The completed templates were discussed at the group's second meeting and covered:
 - status of current consents
 - process times
 - pressure points and other processing issues
 - resourcing challenges
 - training and remuneration of building consent staff.
12. The template will continue to be updated and used by working party members to enable easier sharing of information across the region.

Options for improved collaboration

13. The working party discussed the proposal by the Waikato Local Authority Shared Services (LASS) to establish one Building Consent Authority for all Waikato councils, operating as a virtual office with desks and inspectors spread across the region. The proposal seeks to achieve consistency in consent approvals across the region and comprises the entire consent pathway, covering resource and building consents. The proposal will go to the LASS board in the next month or so. The LASS has already streamlined some existing processes for resource and building consents across their councils.
14. The working party noted that a LASS or CCO-type model could be a good long-term option, but short-term solutions are needed now.

15. The Waikato LASS offered the working party some informal advice to consider before Canterbury councils embark on change, including ensuring councils understand from the end-users what their current problems are and what the impact of our systems is on our local economic growth, noting that the people doing the work also need to identify the problem. The LASS also noted it would be important to ensure consistent leadership and messaging. The working party is considering this advice.
16. The working party has commenced discussion on a range of considerations for improving collaboration, including:
 - if a CCO model might work, what would this cost and who would be the lead council?
 - how councils can share competencies, training methods and a collective QA manual
 - addressing remuneration matters across all councils
 - acknowledging rural communities (and councils) have different challenges to urban ones - how does this impact the model chosen?
 - leveraging the healthy collective that exists already between the Greater Christchurch councils, which includes capacity sharing taking place where possible, and looking at a wider mainland group/southern cluster
 - an evaluation of specialist services.

Actions

17. The working party agreed the following actions be taken as short-term measures while the most appropriate longer-term action is considered:
 - share capacity to support building consent teams across Canterbury that are processing large volumes of consents
 - continue to communicate with the Ministry of Business, Innovation and Employment and International Accreditation New Zealand about building consent collaboration in Canterbury
 - continue to share information about remuneration and employment (capacity and capability) issues.
18. In addition to the list above, the working party agreed remuneration remains a significant challenge for councils. The Chair agreed to discuss this with council chief executives separately.
19. The group will continue to meet to share information and discuss recommended options on a way forward.

LASS opportunities

20. The Chief Executives Forum is considering approving funding for a feasibility study into whether a LASS or similar model would have value for Canterbury's collaborative

procurement aspirations (see agenda item 7). If approved, the findings of this study could be useful to inform the working party's discussion on a long-term model for collaborative consenting processes.

Next steps

21. The next steps are:

- a discussion with chief executives separately on remuneration matters for building consent officers
- the working party will continue to work on and refine short- and long-term options for improving building consent collaboration in Canterbury and present its recommendations to the Policy Forum once complete.

Canterbury Chief Executives Forum Item 17

Date: 2 August 2021

Presented by: Bede Carran, Chair, Canterbury Corporate Forum

Short-term working party on the impacts of flexible working

Purpose

1. This paper provides an update on the activities and preliminary findings of the short-term working party of human resource (HR) managers on the impacts of flexible working on Canterbury councils during and since the COVID-19 lockdowns.

Recommendations

That the Canterbury Chief Executives Forum:

1. note the update provided in the paper.

Background

2. In November 2020 the Chief Executives Forum established a short-term working party to look at the impacts of flexible working. The working party was to gather information from councils and share learnings on flexible working, reporting its findings to the Chief Executives Forum at the July 2021 meeting. The approved terms of reference for the group are attached for context.
3. The working party is focused on establishing what can be learned to improve the environments we work in and to accommodate different demographics/ways of working, whilst remaining well, productive, effective, and efficient.
4. HR managers from Waitaki, Mackenzie, Timaru, Waimate, Ashburton and Selwyn District Councils, Environment Canterbury, and the Christchurch City Council are represented on the group.
5. While the working party has not yet finished its work, preliminary analysis has been completed and is summarised below, along with next steps.

Flexible working

6. "Flexible work" covers a wide range of arrangements outside of the traditional working week and can be tailored to suit each employee's needs. Common examples include:
 - working a different number of hours or within different timeframes
 - working remotely

- job sharing
 - purchasing additional leave
 - taking additional unpaid leave.
7. Under part 6AA of the ERA 2000, all employees have the right to request a variation of their working arrangements at any time.
 8. Essentially, it is about giving employees the opportunity to make changes to the hours they work and where they work from, in an effort to harmonize commitments to their employer with those in their personal lives.
 9. Naturally, this took a more reactive direction as a result of the pandemic, which required staff to remain at home, unless essential services required them to work from the usual office/HQ.
 10. For the purposes of the working party, flexible working means all forms of variation to the usual work practice, as a result of the pandemic. This will most likely take the form of a change in hours worked (both numbers and timeframes), working remotely and/or a combination of these options.

Working party process

11. The group has met once via Zoom and has collaborated via email since its establishment.
12. It developed a data gathering tool that was sent to members. The information sought included data on the flexible/remote working activities during the lockdown levels of COVID-19, how these were managed, the impact of the activities, and the practices that have carried through to the post-pandemic situation.
13. The information-gathering phase was completed in early July. The data received during this phase is currently undergoing analysis. A summary of the emerging themes and findings from preliminary analysis of the information is set out below.

Preliminary analysis – themes

14. Whilst the full range of data analysis has not yet been completed, the following is a snapshot of the key themes identified at this stage:
 - there was almost no change to remuneration of permanent and fixed term staff during the lockdown period, with a mixture of working from home, redeployment to other activities including civil defence emergency management activities, and granting of special leave
 - perceptions had to be managed carefully e.g. some staff were unable to work, due to the nature of their positions and were receiving full remuneration, whilst some

staff were working much longer hours than they would have in the normal pre-COVID-19 workplace situation

- productivity during the lockdowns was challenging to measure
- a key positive realisation was that our councils were agile enough, on the whole, to successfully manage the sudden set up of working from home situations for 85-95% of staff. Most councils reported 5-15% of staff unable to work partially or fully from home during lockdown, with one council sitting as low as 50%. While this transition was challenging, all councils praised their Information Technology departments for their efforts in this process
- the ineligibility for the work subsidy was a challenge for councils, particularly in community facilities that could easily demonstrate the loss in profit
- personality type appears to have had an impact on the individual experience of staff working remotely. Whilst stereotyping, it appears that the extroverts sought to return to shared working spaces as soon as they could, while introverts appeared to need more encouragement to get back to the office
- some councils had flexible working policies in place or in development prior to the pandemic, but all have developed or further edited these to deal with the remote working practices in more detail
- there was a mixture of responses to surveys during the lockdown periods. Some councils surveyed staff on engagement, communication methods and success, wellbeing etc. during the lockdown period, while others carried this out post lockdown
- the number of council staff that continue to work flexibly post lockdown appears, so far, to be quite small, 3-10% and these tend to be 1-2 days at home per week arrangements.

Next steps

15. The working party will complete its analysis and provide a final report to the Corporate Forum at its September meeting. This will then be reported through to the November Chief Executives Forum.

Attachments

- Terms of reference, short-term working party on flexible working impacts.
(It should be noted that the timeframes have had to be revised as a result of challenges with the data collection process.)

Attachment 1 – Impacts of flexible working on Canterbury councils: Terms of reference for a short-term working party.

Purpose

1. The purpose of the short-term working party is to provide analysis and advice on the impacts of flexible working on Canterbury councils during and since the Covid-19 lockdowns.
2. The working party will report to the Canterbury Chief Executives Forum through the Corporate Forum.

Membership and operation

3. Chief executives will nominate an HR or corporate services manager as members of the working party. Small councils may wish to club together to nominate a single person to gather information from them and represent their interests.
4. The working party will appoint its own convenor, and report to Chair of the Corporate Forum.

Work programme

5. The working party is to provide analysis and advice on the impacts of flexible working on Canterbury councils during and since Covid-19 lockdowns, including for example:
 - what percentage of council staff are continuing to work from home, and for what proportion of their time?
 - what are the demographics and council roles of people who thrive on working from home, and those who don't?
 - what policies and processes are councils using to formalise flexible working arrangements?
 - what impact did working from home during alert levels 3 and 4 have on productivity (and can this be measured)? Were staff more productive, or did they just work longer hours?
 - what impacts are we seeing from flexible working arrangements in alert levels 1 and 2 on:
 - measurable productivity and performance management (and what tools are councils using to monitor and manage this)?
 - team cohesion and functioning?
 - health and safety at work, and uptake of sick leave and employee-assistance programmes in 2020 compared to previous years?
 - employee feedback on work-life balance (working from home, or living at work)?

- building occupancy, IT and other business support (in consultation with the Chief Information Officers working group)?
- records management (in consultation with the Canterbury Records Information Managers working group)?
- transport and patronage of CBD cafes/businesses?

Reporting timeframes

6. The Chief Executives Forum acknowledges that it is likely to take some time for the working party to gather and analyse the sorts of information it is looking for.
7. The working party is to provide a progress update to the first meeting of the Corporate Forum in 2021 (February–March).
8. A final report is to be provided to the Chief Executives Forum through the Corporate Forum no later than 30 June 2021.

Canterbury Chief Executives Forum Item 18

Date: 2 August 2021

Presented by: Hamish Dobbie, Bede Carran, David Ward

Regional forums report

Purpose

1. This report summarises outcomes from the regional forum meetings since the Chief Executives Forum last met on 3 May 2021.

Recommendations

That the Canterbury Chief Executives Forum:

1. receive the report on regional forum meetings between May and July 2021

Background

2. The Operations and Corporate Forums met on 14 June 2021. The Policy Forum met on 25 June 2021.

Operations Forum (chair Hamish Dobbie)

3. At its meeting on 14 June, the Operations Forum:
 - received an update on three waters reform
 - approved terms of reference for the Stormwater Forum and the Regulatory Managers Group
 - received an update on the Mayoral Forum's activities in relation to the future for local government
 - received an update on the Ministry for the Environment's waste work programme
 - received an update from Environment Canterbury on the recent regional flooding event
 - received updates on the CWMS Fit for Future programme, the draft regional submission on the Infrastructure Commission's draft 30-year infrastructure strategy, and working group activities in the last quarter
 - agreed to formally seek expressions of interest in a Wastewater Forum from members, including nominations for membership

- agreed the Mayoral Forum should write to the New Zealand Transport Agency Waka Kotahi and the Minister for Transport expressing discontent with Waka Kotahi's recent funding announcement.

Corporate Forum (chair Bede Carran)

4. At its meeting on 14 June, the Corporate Forum:

- Discussed collaborative procurement and received a presentation from Bay of Plenty Local Authority Shared Services on the MahiTahi Local Government Collaboration Portal (see agenda item 7)
- approved terms of reference for the Canterbury Public Records Act Executive Sponsors Group, the Canterbury Records and Information Management Support Group, and the Finance Managers Group
- received updates on the:
 - digitisation plan framework
 - carbon footprint assessment project (see agenda item 14)
 - short-term working group on flexible working (see agenda item 17)
 - working group activities in the last quarter.
- received an update on the Mayoral Forum's activities in relation to the future for local government.

Policy Forum (chair David Ward)

5. At its meeting on 25 June, the Policy Forum:

- discussed resource management reform (see agenda item 12)
- received an update on the short-term working party to explore opportunities for greater cross-Canterbury collaboration on building consents (see agenda item 16)
- discussed progress with the Planning Managers Group's work on understanding the impact of carbon forestry in Canterbury, and noted:
 - there is a lot of community interest in this issue in Waitaki, and some in Kaikōura and Waimate
 - Waimakariri, Christchurch and Environment Canterbury have been approached by entities who want to partner with councils and subsidiaries around carbon forestry.
 - Environment Canterbury is looking at carbon forestry matters through its policy statement review and has commissioned Beca to look at forestry issues in the region.
- received an update on the Mayoral Forum's activities in relation to the future for local government and discussed current thinking within councils on the reform. Key themes arising from councils included:

- the capacity of councils across the region to contribute to and engage in discussion on future community wellbeing
- the transfer of funding streams from central to local government to assist in delivery of services
- improving alignment of wellbeings between central and local government
- the importance of maintaining a local voice - local government knows its communities and local players
- the need for a review of funding models
- the unknown impact of reforms underway currently
- clarity on infrastructure ownership
- the importance of strengthening governance at local level
- clarity on roles and responsibilities, and level of decision-making that will remain with local government
- identifying local government's areas of success within our communities.
- endorsed revised terms of reference for the Natural Hazards Risk Reduction Group
- received updates on recent activities of the Planning Managers Group, Climate Change Working Group and Natural Hazards Risk Reduction Group.

Next meetings

6. Scheduled forum meetings for the next quarter are:

6 August	Mayoral Forum meeting with Chairs of the Papatipu Rūnanga
9 August	Essential Freshwater Steering Group
19 August	Mayoral Forum working dinner
20 August	Mayoral Forum
13 September	Corporate and Operations Forum
17 September	Climate Change Steering Group
24 September	Policy Forum
1 October	Climate Change councillor workshop
1 November	Chief Executives Forum

Agenda

Canterbury Mayoral Forum

Date: Friday 20 August 2021

Time: 9:00 am to 12:00 pm

Venue: Peppers Clearwater Resort

Attendees: **Mayors/Chair:**

Sam Broughton (Selwyn, Chair); Craig Mackle (Kaikōura); Craig Rowley (Waimate); Dan Gordon (Waimakariri); Gary Kircher (Waitaki); Graham Smith (Mackenzie); Jenny Hughey (Environment Canterbury); Lianne Dalziel (Christchurch); Marie Black (Hurunui); Neil Brown (Ashburton); Nigel Bowen (Timaru)

Chief Executives:

Hamish Riach (Ashburton, Chair CE Forum); Bede Carran (Timaru); David Ward (Selwyn); Dawn Baxendale (Christchurch); Alex Parmley (Waitaki); Hamish Dobbie (Hurunui); Stefanie Rixecker (Environment Canterbury); Suzette van Aswegen (Mackenzie); Will Doughty (Kaikōura); Jim Harland (Waimakariri)

In attendance:

Maree McNeilly, Amanda Wall, Rosa Wakefield (Secretariat);

Apologies:

Time	Item	Page	Person
9.00	1. Mihi, welcome, introductions and apologies	X	Chair
	2. Confirmation of agenda	X	Chair
9.05	3. Minutes from the previous meeting	X	Chair
	3.1. Confirmation of minutes of meeting held 28 May 2021		
	3.2. Action points		
	FOR DISCUSSION AND DECISION		
9.10	4. Future for Local Government	X	Chair
9.20	5. Essential Freshwater Steering Group update	X	Neil Brown
9.30	6. Three Waters	X	Chair
9.35	7. Regional Strategic Partnership Fund – draft proposal		
9.40	8. Resource Management Reform update	X	David Ward
9.50	9. Funding of Rating Districts	X	Neil Brown
10.00	10. Regional Public Sector Priorities	X	Hamish Riach / Ben Clark (RPSL)
10.10	11. Local Government Commission – Topics to be advised		LGC
10.30	<i>Morning tea</i>		
10.55	12. South Island Destination Management Plan – next steps	X	Chair
11.00	13. Mayoral Forum mid-term review	X	Chair
11.10	14. Climate Change Risk Assessment project update	X	Dan Gordon
11.20	15. Climate Change Steering Group update	X	Dan Gordon
11.30	16. CREDS update		
	FOR INFORMATION: to be taken as read		
11.40	17. Canterbury Water Management Strategy update	84	Jenny Hughey
11.50	18. Chief Executives Forum report	94	Hamish Riach
11.55	19. General business	–	
12:00	<i>Meeting close followed by lunch</i>		

Next meetings: Climate Change Steering Group 17 September
 Chief Executives Forum 1 November
 Mayoral Forum 19 November
 – to be followed by lunch with Canterbury MPs