

Agenda

Canterbury Chief Executives Forum

Date: Monday 3 May 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); Hamish Dobbie (Hurunui), Will Doughty (Kaikōura), Suzette van Aswegen (Mackenzie), David Ward (Selwyn), Bede Carran (Timaru), Stefanie Rixecker (Environment Canterbury), Fergus Power (Waitaki), Dawn Baxendale (Christchurch), Stuart Duncan (Waimate) Jim Harland (Waimakariri)
In attendance: Maree McNeilly, Amanda Wall, Rosa Wakefield (Secretariat)
Rob Kerr (Three Waters Project Manager) Items 4 and 5
Katherine Harbrow, Caroline Hart (Environment Canterbury) Item 9
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, 25 January 2021		
	3.2. Action points		
FOR DISCUSSION AND DECISION			
9.10	4. Three Waters Service Delivery Review	7	Hamish Dobbie Rob Kerr
9.25	5. Three Waters reflections - DIA reforms & cross-regional meeting – round table discussion	-	All
10.00	6. Future for Local Government	11	Chair
10.10	7. Resource management reform implications	37	David Ward
10.15	8. Regional Forums report and Future for Local Government work programme	49	David Ward Bede Carran Hamish Dobbie
10.30	MORNING TEA		
10.45	9. Canterbury Water Management Strategy update	56	Stefanie Rixecker
11.00	10. Establishment of People and Capability working group	67	Bede Carran
11.10	11. Freedom Camping Discussion Document – draft submission	72	Secretariat
11.20	12. Canterbury Story website options	98	Secretariat
11.25	13. Carbon Footprint Assessments – verbal update	-	Bede Carran
11.30	14. Three-year work programme 2020-2022	101	Secretariat
FOR INFORMATION			
11.35	15. Regional forums budget	105	Secretariat
11.40	16. Draft Mayoral Forum agenda, 28 May	110	Chair
11.45	17. General business		

Meeting close.

Next meetings:

Meeting with Minister Megan Woods – Thursday 27 May, 9.00am, Environment Canterbury

Meeting with Minister Michael Wood – Thursday 27 May, 10.15am, Environment Canterbury

Mayoral Forum – Friday 28 May, 8.30am at Clearwater Resort

Chief Executives Forum – Monday 26 July, 9.00am at Selwyn District Council

Date:	25 January 2021	
Venue:	Selwyn District Council	
Attendance:	Hamish Riach (Ashburton, CEs Forum Chair), Bede Carran (Timaru), David Ward (Selwyn), Fergus Power (Waitaki), Hamish Dobbie (Hurunui), Jim Palmer (Waimakariri), Leonie Rae (for Dawn Baxendale, Christchurch), Suzette van Aswegen (Mackenzie). <i>Secretariat:</i> Maree McNeilly, Amanda Wall, Rosa Wakefield	
Apologies:	Dawn Baxendale (Christchurch), Stefanie Rixecker (Environment Canterbury), Stuart Duncan (Waimate)	
AGENDA ITEM	KEY POINTS DISCUSSED / RESOLVED	ACTION POINTS (Who will action, when?)
1.	Welcome, attendance and apologies Hamish Riach welcomed all to the meeting. Apologies were noted from Stefanie Rixecker, Stuart Duncan, Dawn Baxendale (Leonie Rae, GM Consenting and Compliance, acting GM Corporate Services, attending on behalf).	
2.	Confirmation of agenda Agenda for the meeting was confirmed with no additional items for general business.	
3.	Minutes from the previous meeting Minutes from the previous meeting on 2 November 2020 were confirmed, with all actions completed or relating to items on the agenda for this meeting.	
4.	Engagement with Ministers Hamish Riach spoke to the paper. Points discussed included: <ul style="list-style-type: none"> the preference to travel to Wellington for these meetings, but that we need to have a clear purpose the need to build relationships with ministers and government agency heads it's unlikely that all ministers would be available during one visit, and perhaps visiting 2-3 times per year would create good connections that the best outcome of these meetings would be having the ministers willing to meet again and talk further key topics for discussion with ministers are water, future of local government 	Secretariat: add Rino Tirikatene to the group of ministers to meet with. Secretariat: update list as some ministers have delegated parts of their portfolios.

	<ul style="list-style-type: none"> • that the Forum may be able to provide advice to CMF members on how to get traction with ministers • that the State Services Commissioner is moving to establish regional sector leads for local government • the difficulty for Canterbury in getting traction with central government; unsure if it is a Canterbury issue or a South Island issue • that it's also good for members to be well connected with their local MPs. <p>The Forum agreed to:</p> <ol style="list-style-type: none"> 1. review and confirm that the proposed attendees for each anticipated meeting with ministers are appropriate and provide suitable representation across Canterbury 2. confirm key messages for each of the anticipated meetings with ministers. 	
5.	<p>Engagement with Papatipu Rūnanga chairs</p> <p>Hamish Riach spoke to the paper. The Mayoral Forum expressed a desire to forge a closer relationship with iwi. This first meeting will largely be about introductions rather than driving an agenda.</p> <p>The Forum agreed to:</p> <ol style="list-style-type: none"> 1. note the information on the meeting of the Canterbury Mayoral Forum and Papatipu Rūnanga chairs to be held at Selwyn District Council on Friday 5 February 2021 2. review and provide comment on the draft agenda proposed for the meeting of the Canterbury Mayoral Forum and chairs of the Papatipu Rūnanga. 	
6.	<p>Future of local government</p> <p>This discussion is in parallel with water reform and RMA reform.</p> <p>Topics discussed included:</p> <ul style="list-style-type: none"> - concern around the lack of leadership on what the future of local government might look like, and that without leadership central government may set a mandate that isn't best for communities - how the Mayoral Forum may be able to take a leadership role - that it would be good to reflect on where councils are better at delivering than central government - that while it may be unlikely that new funding will be available for other activities if infrastructure is removed from councils, it is critical that funding form part of the debate with central government - that proposing country-wide fundamental reform is risky for politicians so unlikely to be palatable - that there is opposition to three waters reforms behind the scenes - the chair of LGNZ intended to visit all councils [update following the meeting: this is still intended to happen] - the question of fundamental viability; can councils still function, what are they good at, what do we look at protecting to deliver locally. 	<p>Secretariat: increase time allocated to future of local</p>

	<p>The future of local government is on the agenda for the Mayoral Forum. Agreed to put a paper to the Forum, covering:</p> <ul style="list-style-type: none"> - activity level - housing - wellbeing - social connections - funding <p>The Forum agreed to:</p> <ol style="list-style-type: none"> 1. note the information provided in the paper 2. consider the following questions when reading the paper: <ol style="list-style-type: none"> 2.1. what might be the cumulative impacts on local government from these proposals? 2.2. are there other government initiatives that will be relevant to the Future of Local Government? 2.3. how does the Forum want to engage with this broader Future of Local Government work? 2.4. how can the Canterbury region take a lead in these discussions with Government? 	<p>government at Mayoral Forum meeting in February.</p>
7.	<p>Resource Management Reform (Randerson report) update</p> <p>David Ward spoke to the paper. The Planning Managers Group will understand the report. They will report back on the planning side; further work on cumulative consequences will need to be done following this. It was noted that the Randerson panel were impressed with Canterbury's collective submission.</p> <p>The Forum agreed to:</p> <ol style="list-style-type: none"> 1. note the update provided on the outcomes from the Government's resource management reform process 2. request that the Regional Planning Managers Group consider the implications of the reforms for Canterbury councils and their RMA planning work programmes, including resourcing requirements, at their February meeting 3. request that the Regional Planning Managers Group provide a report to the Canterbury Policy Forum on the implications of the reforms, propose how the RMA planning work programme will be positioned to meet legislative changes, and resourcing requirements, and considering impacts on other council functions 4. request the Canterbury Policy Forum report back to the Chief Executives Forum on the implications of the reforms for Canterbury councils and how RMA planning work programmes will be aligned to meet legislative changes, including resourcing requirements, at the next meeting in May. 	

8.	<p>Review of Regional Forums and Working Groups</p> <p>David Ward spoke to the paper. The paper is not proposing to amalgamate or remove groups, but will review membership, terms of reference. CEs need to ensure that members of the groups do attend to ensure good use of everyone's time.</p> <p>A strong theme through the feedback was that the meetings help members share information with others in similar roles.</p> <p>The scarcity of resources is recognised but the groups can be very effective when working well.</p> <p>Forum members were encouraged to look at membership of Policy, Corporate and Operations Forum and ensure that the member from their council is a key second-tier person, who has the knowledge and authority to speak on behalf of the council.</p> <p>The Forum agreed to:</p> <ol style="list-style-type: none"> 1. approve the revised terms of reference for the Canterbury Policy, Operations and Corporate Forums 2. approve the revised template for working group terms of reference 3. agree to the Canterbury Policy, Operations and Corporate Forums approving terms of reference for working groups 4. agree that work programmes for the Canterbury Policy, Operations and Corporate Forums should align with the <i>Mayoral Forum's Plan for Canterbury</i>, recognising that some business as usual tasks not explicitly referenced in the Plan will be included 5. note the secretariat will share the key themes of the survey results with the chairs/convenors of the respective regional working groups for their information and consideration 	<p>Secretariat: Share list of all groups and members.</p>
9.	<p>Three-year work programme 2020-2022</p> <p>Maree spoke to the paper, noted that the secretariat has reviewed work not yet started and these items have been progressed where possible. It was also noted that Mana Whakahono ā Rohe is not an appropriate work stream for the Mayoral Forum as they are intended to be an agreement between local council and iwi so this has been removed from the work programme.</p> <p>The Forum agreed to approve the updated three-year work programme 2020-2022.</p>	
10.	<p>CWMS Update</p> <p>Paper taken as read.</p> <p>All agreed that the Mayoral Forum should do a Canterbury-wide submission on the Water Services Bill. Submissions close on 2 March 2021. In addition, many councils are doing their own. The secretariat will seek local submissions to pull that together.</p>	<p>Secretariat: gather council submissions on Water Services Bill and compile draft Canterbury-wide submission.</p>

	The Forum received the report.	
11.	Regional forums Budget Maree McNeilly provided a verbal update noting that Environment Canterbury accounts are not updated until 4 February so a full report is not possible, but there are no concerns to note. Invoices for the Three Waters Service Delivery review will be sent this week.	
12.	Draft Mayoral Forum agenda – Timaru Maree McNeilly spoke to this. MPs have been invited to the freight tour. Some are intending to attend if leave from parliament is granted. Two options have been provided for the coach. All agreed that a coach for the Thursday, with private cars for travelling to Timaru and return makes sense. The sites are all excited to host the tour. Garry Aitken from Temuka Transport and Kris Webster from Sorted Logistics will be attending the dinner. RTC members have also been invited to attend dinner on Thursday evening in Timaru Friday's meeting is at Timaru District Council, Zoom facilities will be available. The Local Government Commission have approached the Forum asking for an hour to talk about Code of Conduct. Agreed to defer this to 30 minutes at the May meeting. Te Maire Tau will come to Timaru to speak about freshwater statement of claim and Ben Clark, Regional Public Lead coming to speak about regional priorities.	
13.	General business Members provided brief updates on their LTP process. A common concern was raised about the lack of continuity and high cost of auditors, including scheduling them into meet council time frames.	
14.	Farewell Jim Palmer Hamish Riach acknowledged Jim's contribution to the Forum over many years, noting an extraordinary list of contributions, and his support, collaboration, ethics, integrity and sense of humour.	
15.	Meeting close Members were thanked for their attendance and contribution. The meeting closed at 10.51am. The next meeting will take place on Monday 3 May 2021 at Selwyn District Council.	

Date: 3 May 2021

Presented by: Hamish Dobbie, Chair Three Waters Advisory Group

Three waters service delivery review

Purpose

1. To update the Chief Executives Forum on the Three Waters service delivery review and status of the contracts with Pricewaterhouse Coopers (PwC) and Kerr and Partners.

Recommendations

That the Canterbury Chief Executives Forum:

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.**

Background

2. On 14 August 2020, the Canterbury Mayoral Forum authorised the Three Waters Steering Group to approve the scope of works for the Three Waters service delivery review for Canterbury. A project manager (Kerr and Partners) was appointed in September 2021.
3. A draft Request for Proposal (RFP) was considered by the Steering Group at its meeting of 7 September and approved for issue on 5 October 2020, following endorsement of the final RFP from the Three Waters Advisory Group.
4. The Mayoral Forum approved the tender of PwC for \$430,000 on 27 November 2020 following a robust evaluation process. This amount included \$60,000 for ongoing advice and a \$70,000 contingency.

Contract Summary

Scope of works

5. The scope of works is summarised below and provided a staged development approach to the review.

- A1 compile a high-level summary of current and forecast state of three waters assets including physical characteristics, risks, financial and human resources within the study area
- A2 undertake a literature search and analysis to prepare a summary of models and lessons learnt by other jurisdictions (domestic and international) and sectors (such as electricity and other monopoly networks) that are relevant to the management of three waters
- B1 summarise the key matters the councils should consider in evaluating the options for the future structuring, funding and delivery of three waters services
- B2 develop options available to councils within the study area for the delivery of Three Waters
- B3 prepare a high-level assessment of the impacts on each council of any model
- B4 facilitate the evaluation of options and determination of preferred option(s) on which the Mayoral Forum may wish to advance in their discussions with the Crown
- C ongoing support for councils and mana whenua within the study area with advice on the optimal three waters delivery model for the region.

Financial summary

- 6. The table below sets the financial position as at 20 April 2021, with the forecast final cost showing that the project is expected to be delivered under budget.
- 7. Invoicing to the contributing councils to date is \$370,000 plus GST. This figure excluded the ongoing advice and contingency amounts. Following close out of the PwC contract final invoices to contributing councils will be submitted for payment.
- 8. At this stage it is expected that the total contract is likely to come in below the forecast \$430,000.

Task	Budget	Forecast	Expenditure to date	Balance to be invoiced to councils
Project Management	\$ 70,000.00	\$ 70,000.00	\$ 50,400.00	\$ 19,600.00
Consultant review	\$ 300,000.00	\$ 300,000.00	\$ 270,000.00	\$ 30,000.00
On-going advice	\$ 60,000.00	\$ 55,000.00	\$ 32,500.00	\$ 22,500.00
Stocktake	\$ 100,000.00	\$ -	\$ -	\$ -
Contingency	\$ 70,000.00	\$ 5,000.00	\$ 4,187.71	\$ 812.29
	\$ 600,000.00	\$ 430,000.00	\$ 357,087.71	\$ 72,912.29

Consultant performance

9. Kerr and Partners has provided an excellent service for the Mayoral Forum in the delivery of the contract to manage the three waters service delivery review. Rob Kerr has been particularly responsive to the tight timeframes required for this project. He has continually engaged with council officers at all levels throughout the project and provided up to date reports to the Mayoral Forum secretariat.
10. Kerr and Partners reports a high level of responsiveness and support from PwC, particularly as they were able to adapt their work programme to a significantly compressed timeframe. PwC has continually performed well and the quality of their work should be acknowledged.

Deliverables

11. 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 Ngāi Tahu and cross-regional discussions (PwC)
 - Summary of advice (Kerr and Partners)
12. Items A1, B3 and B4 are currently being updated to account for some additional information and questions to be resolved.

Contract close out

13. When the final versions of the deliverables have been received the PwC contract will be formally closed out, with the exception of Item C – ongoing advice, so that the CMF has the option on calling on their services over the next few months.
14. Similarly, the contract with Kerr and Partners will remain open, so that the CMF has the option on calling on their services over the next few months. Budgets will be monitored to ensure that any additional work is covered.

Other activity

15. Through this contract, and then direct commission, PwC has assisted Ngāi Tahu (Te Kura Taka Pini) with specific advice to their context.
16. A representative of Te Kura Taka Pini sat on the project team meetings as a partner in the project.

17. Cross-regional/takiwā wide discussions have progressed through several hui, and a major workshop on 30 April. Planning is continuing for this with the involvement of representatives from each region.
18. The Project Manager is briefing individual councils on the project at their invitation.
19. The Project Manager has been in frequent contact with the equivalent roles across the country, and particularly Otago/Southland, from which considerable intelligence has been sourced.

Risk assessment and legal compliance

20. Environment Canterbury has been the contracting party on behalf of the Mayoral Forum, and all councils have signed a 'Letter of Reliance' in order to gain the benefit of the liability provisions in the contract.

Communication

21. The findings of the project have been provided to DIA for their information.
22. The forum may wish to consider a media release noting the completion of the work and proactively releasing the deliverables.

Next steps

23. It is anticipated that some ongoing advisory work will be required from PwC and/or Kerr and Partners to support the current cross-regional discussions. Budgets will be monitored to ensure that any additional work is covered.

Date: 3 May 2021

Presented by: Hamish Riach, Chair Chief Executives Forum

Future for Local Government

Purpose

1. To update the Chief Executives Forum on the next steps for the Future for Local Government Mayoral Forum workshop and provide an update on recent government announcements.

Recommendations

That the Canterbury Chief Executives Forum:

- 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**
- 3. confirm the approach and draft agenda for the second Mayoral Forum Future for Local Government workshop to be held on 28 May 2021**

Background

2. The future for local government has been raised by local and central government in various fora over several years. Recent central government initiatives continue to put the focus on the future for local government, such as the Productivity Commission Inquiry into local government funding, the three waters reform programme and the resource management system reform.
3. The Canterbury Mayoral Forum is continually considering the future for local government through these reform processes, and more specifically, the future for local government workshop held on 19 March 2021.
4. On 23 April 2021, the Minister for Local Government announced there will be an independent review of local government to explore how councils can maintain and improve the wellbeing of New Zealanders in the communities they service, and focus on how New Zealand's system of local democracy needs to evolve over the next 30 years.

Ministerial Review into the Future for Local Government

5. The Minister for Local Government has established a Review into the Future for Local Government (see attached press release). (the Review).
6. Central government has acknowledged that the traditional roles and functions of local government are changing because of its significant reform programme, which includes overhauling the three waters sector and the resource management system.
7. The Review will explore how councils can maintain and improve the wellbeing of New Zealanders in the communities they serve long into the future and focus on how New Zealand's system of local democracy needs to evolve over the next 30 years. This includes consideration of how local government can embody the Treaty relationship.
8. A review panel, chaired by former Waimakariri District Council Chief Executive Jim Palmer, has been convened to undertake the work. The panel has been asked to consider what local government does, how it does it, and how it pays for it. It will then consider what local government's future looks like, including roles, functions and partnerships, representation and governance, and funding and financing (see attached Terms of Reference for the Review).
9. According to the panel's terms of reference, 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, and central and local government in order to better provide for the social, environmental, cultural, and economic wellbeing of communities
 - 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.
10. The review panel will begin its engagement with the sector from May 2021. It will provide an interim report on the probable direction of the review to the Minister in September 2021, a draft report for public consultation in September 2022, and a final report in April 2023.
11. The independent review of local government will be supported by the Department of Internal Affairs (DIA), consistent to that of inquiries conducted under the Inquiries Act 2013.

CMF Future for Local Government Workshops

12. The CMF held a workshop on the Future for Local Government (FfLG) on Friday 19 March 2021. Along with members of the CMF, a number of central government representatives and some papatipu rūnanga chairs were in attendance.
13. The workshop's purpose was to explore opportunities for stronger and more collaborative decision making and service delivery to Canterbury communities. With changes proposed to local government, and particularly focussing on local government's strong place-based leadership experienced through COVID-19, participants were asked to consider what other activities would be more appropriately delivered by local government, either autonomously or in partnership with central government.
14. The workshop was structured around using an extended whānau persona highlighting the variety of wellbeing needs based on statistical probability. The overarching themes from this workshop was the need to put whānau at the centre and wrap services around them, convening sustainable initiatives with long-term partnership funding agreements, and the need to break down silos to achieve true system change.
15. Workshop participants clearly demonstrated that with local government being close to their communities they are in a position to offer fit for purpose, place-based solutions based on local needs.
16. Outputs from this first workshop (see Attachment 1), will be pre-circulated to all attendees, along with the draft agenda (see Attachment 2).
17. A second workshop has been proposed for Friday 28 May, following a shortened Mayoral Forum meeting. Representatives from DIA Local Government will be attending this workshop and will be able to update attendees on the Government's Review.
18. Subject to input from this meeting, the workshop will focus on the priority areas identified in workshop one and will be asking participants to select one or two priority areas and answer the following questions:
 - what can we do right now in this area to make a difference?
 - can we select one or two areas and trial ideas?
 - who do we need to work with?
 - what funding is available, what would a funding model look like to support a trial?
19. The desired outcome from the workshop is prioritise the long-list of priority areas into a set of actions, e.g. pilots, where we can test and demonstrate our collective ability to take on new place-based activities to benefit our communities.
20. The workshop is also a good opportunity to discuss the terms of reference for the independent review of local government, and how Canterbury might collectively engage with it.

Next steps

21. Confirm the agenda and approach for CMF Workshop 2 Future for Local Government to be held on 28 May 2021.
22. Draft a letter of congratulations to Jim Palmer on his appointment as chair of the Review Panel, seeking early engagement with the Panel, including an invitation to attend a future Mayoral and/or Chief Executive Forums.

Attachments

- Press release Minister for Local Government –Future for Local Government Review
- Terms of Reference - Future for Local Government Review
- CMF Future for Local Government Workshop 1 Summary
- CMF Future for Local Government Workshop 2 draft Agenda

Terms of Reference: Ministerial review into the Future for Local Government

Background

The traditional roles and functions of local government are in the process of changing. The work programmes the Government is advancing to overhaul the three waters sector and the resource management system are foremost among a suite of reform programmes that have the potential to reshape our system of local government.

These reform programmes also carry the potential to further compromise the sustainability of some local authorities' current financial arrangements. The Productivity Commission's report on local government funding and financing, issued in late 2019, highlighted the general fiscal challenges being faced by councils, which have subsequently been exacerbated by COVID-19. In addition, local government will have a crucial role in reducing greenhouse gas emissions and adapting to climate change for decades to come with significant financial implications.

A comprehensive review of local government roles and functions is supported by the local government sector, led by Local Government New Zealand and Taituarā – Local Government Professionals Aotearoa,¹ and central government agencies. The review will enable the building of a sustainable system that delivers enhanced wellbeing outcomes for communities.

It is also timely to consider the current role and functions of local government, given the technological and societal change that has occurred since the Local Government Act 2002 was enacted.

There are longstanding calls for reform from Māori and recommendations from the Waitangi Tribunal to ensure the Treaty relationship is fully provided for through the local government system. Consideration of the future for local government will provide an opportunity for central government to consider how to strengthen the Māori-Crown relationship and actively embody the Treaty partnership.

This is an opportunity to strengthen the important relationship central government has with local government. This relationship is critical as the major reform programmes progress, particularly given the local government sector's expectation for a 'parallel conversation' about the impacts of the reform. The sector is seeking certainty of the longer-term direction for local government.

¹ Taituarā – Local Government Professionals Aotearoa was formerly known as the Society of Local Government Managers (SOLGM).

The Government acknowledges local government's critical role in placemaking and achieving positive wellbeing outcomes for our communities. Stronger local democratic participation, active citizenship and inclusion will support local government in this role. There is an opportunity to strengthen the role of local participation in governance and continue to foster the strength of our open, transparent, and connected democracy.

Purpose and scope

The Minister of Local Government (the Minister) is establishing a Ministerial review into the Future for Local Government (the Review). The Review is to consider, report and make recommendations on this matter to the Minister.

The overall purpose of the Review is, as a result of the cumulative changes being progressed as part of the Government's reform agenda, to identify how our system of local democracy and governance needs to evolve over the next 30 years, to improve the wellbeing of New Zealand communities and the environment, and actively embody the Treaty partnership.

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, and 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.

The scope of this matter comprises what local government does, how it does it, and how it pays for it. The scope should include, but not be limited to, a future looking view of the following:

- roles, functions and partnerships;
- representation and governance; and
- funding and financing.

The role and representation of iwi/Māori in the local government system should be across all aspects of the Review's consideration of this matter.

The Review should also recognise Aotearoa's increasing diversity, and give consideration to the relationship between strengthening social inclusion and improving the wellbeing of our communities.

The Review should appropriately consider reports relevant to the future for local government, including, but not limited to:

- relevant reports and findings of the Waitangi Tribunal;
- the Productivity Commission's report on local government funding and financing;
- the Justice Committee's recommendations in its Inquiry into the 2016 Local Elections,² the interim report for the 2019 Local Elections and any subsequent Justice Committee reports on local elections; and
- the Climate Change Commission's advice to Government.³

The Review should also be guided by the objectives of the Public Service Act 2020, in terms of building a unified, agile and collaborative public service, grounded in a commitment of service to the community.

The Review should not make any inquiries into any Government policy decisions, including but not limited to those related to programmes of reform. The impact of reform programmes on local government, such as those related to the three waters sector and resource management system, are within the scope of the Review.

Review Establishment

This Review is established by the Minister, with the agreement of the Prime Minister.

Appointments to the Review panel will proceed through the Cabinet appointments process and fees will be set in accordance with the State Sector Fees Framework. Should a panel member need to be replaced over the life of the Review, the Minister will follow the Cabinet appointments process to appoint new panel members. Local Government New Zealand and Taituarā - Local Government Professionals Aotearoa will be consulted during the appointments process.

Jim Palmer is the Chair of the Review. The other panel members are John Ombler QSO, Antoine Coffin, Gael Surgenor and Penny Hulse.

The Review may commence consideration of this matter from 3 May 2021.

Principles and methods of work

The Review will discharge its functions in accordance with the provisions and principles of these terms of reference. The Review has the power to determine its own procedure, unless otherwise guided by terms of reference.

Consideration of this matter should be characterised by a spirit of partnership between the Review, local government, and iwi/ Māori, while upholding the independence of the Review.

² The Inquiry into the 2016 Local Elections was merged with the Inquiry into the 2017 General Election with [the report](#) making recommendations for both.

³ The Climate Change Commission is consulting the public until 28 March 2021 on a draft of its first package of advice to Government on the actions it must take to reach net-zero by 2050, and ensure a transition to a low-emissions, climate resilient and thriving Aotearoa.

The Review will operate according to principles that include (but are not limited to):

- a) working in partnership with iwi and Māori in good faith and in accordance with the principles of Treaty of Waitangi (Cabinet Office Circular CO(19)5, Te Tiriti o Waitangi/Treaty of Waitangi Guidance);
- b) engaging with local authorities, Local Government New Zealand, Taituarā - Local Government Professionals Aotearoa, other local government stakeholders, central government agencies and the public;
- c) ensuring timely production of documents, ensuring that information received is recorded appropriately and ensuring efficiency, transparency and accountability in its use of public funds;
- d) acting in an independent, impartial and fair way.

The Review will have two areas of focus

The Review's initial focus will be on how local government will be a key contributor to the wellbeing and prosperity of New Zealand and an essential connection to communities in the governance of New Zealand in the future.

This will enable scoping of the broader work to follow, including identifying the process and priority questions that will be of most benefit to furthering the outcomes outlined in these terms of reference.

The Review will then focus on answering the priority questions identified during its initial scoping work.

The Government will welcome the work of the Review but will not be pre-committed to the implementation of its findings. The Government will respond to the findings of the Review in due course.

Engagement

The panel members conducting the Review should meet with the Minister at least twice a year to provide status updates on its consideration of this matter. The Chair of the Review should meet with the Minister on a more regular basis, to be mutually agreed by both parties. These meetings will provide an opportunity to share early insight on the direction and findings of the Review.

In undertaking its consideration of this matter, the Review should undertake an engagement process, which must include iwi/Māori, other stakeholders impacted by changes in local government (e.g. rural communities), the public (including diverse communities), and local and central government representatives at a minimum. The Review must identify options for a collaborative approach with the sector, and advise the Minister in due course if any reference group/s will be required.

The engagement process should be robust throughout the duration of the Review to the extent that the work of the Review can be enduring beyond the current parliamentary term.

Engagement with iwi/Māori should be in accordance with the Office for Māori Crown Relations: Te Arawhiti guidelines on engagement.

Findings and recommendations

The Review will report to the Minister on this matter.

Key Dates

- 30 September 2021: an interim report presented to the Minister signalling the probable direction of the review and key next steps;
- 30 September 2022: Draft report and recommendations to be issued for public consultation;
- 30 April 2023: Review presents final report to the Minister and Local Government New Zealand.

Operational Matters

The Review will be supported by a secretariat and the Department of Internal Affairs will provide administrative support in a way consistent to that of inquiries conducted under the Inquiries Act 2013. The Review must undertake regular financial, non-financial and resource planning and reporting consistent with public sector standards and timeframes.

Operational matters will be managed through a memorandum of understanding between the Department of Internal Affairs and the Review.

23 APRIL 2021

Independent review to explore future for local government



HON NANAIA MAHUTA

Local Government

Local Government Minister Nanaia Mahuta says an independent review of local government will explore how councils can maintain and improve the wellbeing of New Zealanders in the communities they serve long into the future.

Announcing the review today Nanaia Mahuta says it will focus on how our system of local democracy needs to evolve over the next 30 years.

“Local government plays an important role in our democratic system, giving people a voice in the leadership of their communities and in the governance of services and publicly owned assets.

“Local councils are essential to maintaining and improving our wellbeing and we need to get the right settings for them to continue delivering their important mahi.

“They are now facing a wave of reforms that will significantly affect their traditional roles and functions. They have told us the timing is right to determine what our system of local democracy should look like to make sure it is fit for the future, and I agree.

“This also offers an important opportunity to explore how we can embody the Treaty partnership through the role and representation of iwi/Māori in local government.

“I have asked the review panel to consider what local government does, how it does it, and how it pays for it. From there, they will explore what local government’s future looks like, including:

- roles, functions and partnerships
- representation and governance
- funding and financing.

“I am expecting them to report back to me on their findings in April 2023,” Nanaia Mahuta says.

Cabinet has confirmed Jim Palmer as Chair of the review panel, who will be joined by four members: John Ombler QSO, Antoine Coffin, Gael Surgenor and Penny Hulse.

“I am confident the Review’s panel members have the right mix of professional and cultural backgrounds. They bring a wealth of complementary specialist skills and experience to deliver this important work,” Nanaia Mahuta says.

The panel members will be engaging with a broad range of stakeholders including iwi/Māori, other stakeholders impacted by changes in local government, the public including diverse communities, and local and central government representatives.

The Review will start engaging with the sector from May 2021. It will issue an interim report on the probable direction of the Review in September 2021. This will be followed by a draft report for public consultation in September 2022, and a final report in April 2023.

The Terms of Reference can be found on the DIA website here www.dia.govt.nz/Future-for-Local-Government-Review

ENDS

NB to Editors:

Bios of the chair and panel members for the Review:

Chair

- Jim Palmer, recently retired as the Chief Executive of the Waimakariri District Council. Mr Palmer has leadership roles in the Greater Christchurch Partnership and the Canterbury Interim Regional Skills Leadership Group. Mr Palmer has had a wide range of prior governance experience on various groups including Co-chair of Canterbury Covid Recovery Oversight Group and Chair of the Canterbury Chief Executives Forum.

Panel members

- John Ombler, QSO, has been a senior public servant who has held a wide range of leadership roles, most recently as Deputy State Services Commissioner, Controller of the All-of-Government COVID-19 response and Deputy Chief Executive of the Department of the Prime Minister and Cabinet. He was also the Acting CEO of the Canterbury Earthquake Recovery Authority (2014 to 2016), and held General Manager and Conservator roles at the Department of Conservation (1989-2007).
- Antoine Coffin, a director/consultant at Te Onewa Consultants, which works with private and public sector clients in strategic planning, RMA decision-making, infrastructure and building relationships with tangata whenua. Mr Coffin has 25 years’ experience in Māori resource management, cultural

heritage planning, community engagement and facilitation, and has worked across multiple sectors in regional and local government, corporate organisations and museums.

- Gael Surgenor, General Manager of Community and Social Innovation at Auckland Council (including leading the Southern Initiative, a place-based approach to wellbeing) and a member of the South Auckland Social Wellbeing Board and Chair of the Auckland Co-Design Lab Governance Group Collaboration of Auckland Council and ten government agencies.
- Penny Hulse, currently a board member of Kainga Ora, Auckland Museum and Aktive (regional sport body), as well as a trustee of the Community Waitakere Trust. Ms Hulse was the Deputy Mayor of Auckland Council (2010 to 2016) and retired as a Councillor in 2019 after a 27-year period in roles for Waitakere City Council and Auckland Council.

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

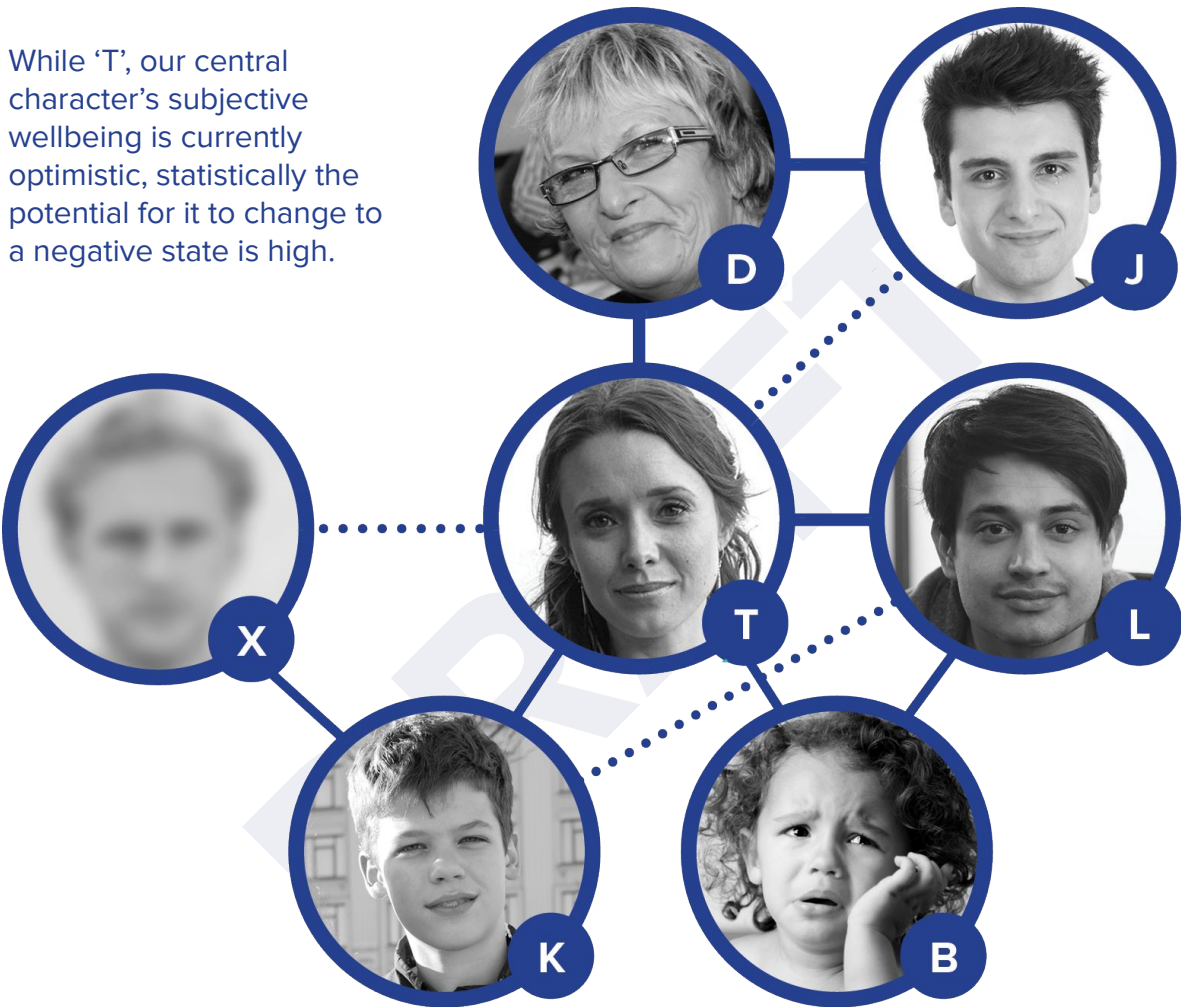
Racial Violence

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.

Agenda

Canterbury Mayoral Forum – Future for Local Government Workshop

Date: Friday 28 May 2021
Time: 9.30am-12.30pm
Venue: Peppers Clearwater Resort
Attendees: **Mayors/Chair:**

Chief Executives:

Chairs papatipu rūnanga

Central government representatives

In attendance:

Secretariat

Apologies:

Time	Item	Page	Person
9.30	1. Welcome and karakia	–	Chair
9.45	2. Future for Local Government – DIA		TBC - DIA
10.00	3. Recap – workshop 1		Facilitator
10.15	MORNING TEA		All
10.30	4. Table discussions – priority areas <ul style="list-style-type: none">• slide 11 from workshop 1• what can we do right now in this area to make a difference?• can we select one or two areas and trial ideas?• who do we need to work with?• what funding is available, what would a funding model look like to support a trial?		All
11.30	5. Report back		All
12.15	6. Next steps		Chair
12.30	<i>Meeting close and lunch</i>		

Date: 3 May 2021

Presented by: David Ward, Chair Policy Forum

Resource management reform implications

Purpose

1. To update the Chief Executives Forum on the resource management reforms and the opportunities for involvement in the reform process, noting the impact the reform process will have on resourcing.

Recommendations

That the Canterbury Chief Executives Forum:

1. **provide advice on the level of engagement that councils want to have on the resource management reform, and the options for resourcing this work.**
2. **endorse the Canterbury Planning Managers Group's in principle decision to draft a regional submission for the Mayoral Forum on the exposure draft of the Natural and Built Environment Act, when it is released.**
3. **confirm Jim Harland, Chief Executive Waimakariri District Council, as the Canterbury representative on the Ministry for the Environment and Department of Internal Affairs' Local Government Forum of Chief Executives for the resource management reform.**

Background

2. On 25 January 2021, the Chief Executives Forum received a report on the outcomes from the Randerson report and the resource management reforms, with next steps proposed for Canterbury's response to the reforms.
3. The resource management reforms are based mainly on the recommendations in the Randerson report. The link to the Cabinet paper is:
https://www.mfe.govt.nz/sites/default/files/media/RMA/cabinet-paper-reforming-the-resource-management-system_1.pdf
4. The Government intends, in this Parliamentary term, to repeal the Resource Management Act (RMA) and replace it with three new statutes; the Natural and Built Environments Act (NBA); Strategic Planning Act (SPA) and Climate Change Adaptation Act (CCA).

5. There will be an opportunity to submit on the proposed new statutes and the transition to their implementation. Minister Parker has directed his officials to work with councils on a transition and implementation plan, at the same time as working on the policy decisions and legislative process.
6. The current timeframes from the Ministry for the Environment website are as follows:

Time period	Action
First half of 2021	Government working up an exposure draft bill
May 2021	Exposure draft presented to the House and referred to a special select committee, including submissions process
Oct – Nov 2021	Cabinet considers the results of the select committee inquiry
Dec 2021	Cabinet introduces the final NBA to Parliament, including the submissions process.
End of 2022	NBA passed

Regionalisation

7. The reform will include the establishment of joint regional committees as the decision-making authority on planning matters, such as approving a regional plan and regional spatial strategies. This will have implications on Local Government Act and the Land Transport Management Act processes and plans, such as the Long-Term Plan. The Government has accepted this recommendation so there will be changes to governance arrangements for planning.
8. In addition to the changes that the reform will make to the resource management system, there are potential wider implications for the governance and structure of local government. Whilst outside of its scope, the Randerson report recommended amalgamation of councils into regional bodies. The Government have not accepted this recommendation but is considering the future for local government. The future for local government is discussed at agenda items 6 and 8.
9. The Cabinet paper proposes that the regional spatial strategies, regional plans and regional hubs are developed based on regional council boundaries.
10. This raises the following questions:
 - the Waitaki District is partly in Canterbury and partly in Otago, so which region will it fall under?
 - would it be more appropriate for the regional spatial strategies and plans to be based on catchments of common economic and employment markets, such as Greater Christchurch or South Canterbury?
 - would it be more appropriate for the regional spatial strategies and plans to be based on larger areas, such as the Ngāi Tahu takiwā, which covers most

of the South Island, similar to what is being considered for the three waters reforms?

11. For the purposes of this report, the region has been based on the area covered by the Canterbury Mayoral Forum. More certainty on how regions will be defined may be provided through the new Act's exposure draft.

Resourcing implications

12. Engaging in the reform process will present significant resourcing issues for Canterbury councils and will likely require investment in additional resourcing.
13. There are two key areas where there will be potential resourcing implications for Canterbury councils during the resource management reform process:
 - engagement during legislation development process and submissions
 - preparing the region to work under the new legislation.
14. The Canterbury Planning Managers Group (CPMG) is working together to facilitate greater regional collaboration in relation to planning matters and this is set out in Attachment 1.
15. At the CPMG meeting on Friday 19 February 2021, members agreed to:
 - make a joint submission on the exposure draft of the NBA
 - dedicate the May CPMG meeting to consider the exposure draft of the NBA.
16. Further input would be required to engage with the select committee process and write further submissions when the NBA is introduced to Parliament.

Regional and district plan reviews

17. The Resource Management Act requires regional and district plan reviews to occur every ten years and often requires significant additional resources when the review is being undertaken. The timing of these reviews is at the discretion of each council. Each council in Canterbury is in a different cycle of the plan review process.
18. Four councils (Hurunui, Waimate, Christchurch and Ashburton) have completed their review in the past eight years; Selwyn has recently notified its new Plan and is currently in the hearing preparation stage; three councils (Timaru, Waimakariri and Waitaki) are planning to notify their new plans in the next year or so; and three councils (Environment Canterbury, Mackenzie and Kaikōura) are currently preparing for their next review. More detail is contained in Attachment 2.
19. As a result of these differences in timing, councils are in different budgeting situations, which will make it challenging to coordinate the development of a regional plan. Based on this and once the exposure draft is released with more details on what is contained in the new legislation, a resource management policy working group (reporting to the

CPMG) will develop options for when a regional plan could be developed and the implications of those on funding and on the current District Plan reviews.

20. It will be critical that submission to the exposure drafts of the legislation carefully considers the transitional arrangements to ensure the ability to expedite the development of new plans, while managing the processes around existing plans.

Options for resourcing

21. The amount of resourcing required will depend on the level of engagement that the Canterbury councils desire to have on the resource management reform. The following table presents options on the level of engagement:

Option	Level of engagement	Tasks involved	Potential FTE requirements during the Resource Management Reform period
Option 1	Minimal	Developing a submission on behalf of the Canterbury Mayoral Forum. Encouraging greater regional collaboration on planning	0.5 FTE
Option 2	Moderate	Option 1 + actively engaging directly with the Ministry for the Environment	1 FTE
Option 3	Extensive	Option 2 + working with Central Government to scope the development and testing of a model combined plan	2 FTE

Option 1 – Minimal engagement – submission development

22. Between now and late 2022, there will be the opportunity to engage with central government on the development of the new legislation. The main opportunity will be the development of submissions and presentation to select committee.
23. The breadth and speed of the reform, coupled with the significant existing work programmes, will likely place challenges on local authorities' planning teams, and will need to be resourced.

Option 2 – Moderate engagement - opportunities for engagement with the Ministry for the Environment

24. The Ministry for the Environment (MfE) indicated to the CPMG at its meeting in November that it would welcome input from local authorities on the proposed reform.
25. This could present an opportunity to proactively influence the reform, ensure MfE benefits from Canterbury councils' experience and provide one strong voice for Canterbury. It also gives the opportunity to establish a positive relationship with government officials, which would promote closer working relations in the new system.

26. Aspects of this input would likely be focused on the workings of the new legislation and how it can be drafted in a way that will work for councils and achieve the Government's expectations. The Planning Managers Group is best placed to lead this engagement with the Ministry as they have the technical knowledge and experience that MfE will be looking for.
27. Further detail regarding this level of engagement has not yet come from the MfE.

Option 3 – Extensive engagement – developing and testing a model regional combined plan

28. Minister Parker has said he is willing to have central government officials work with willing regions to develop and test combined plans to serve as models for other local authorities. This could again present an opportunity to directly shape the model combined plan and National Planning Framework, rather than wait until they are developed by others and have to implement them.
29. With the offer of central government resources to develop the model plan, there may be an opportunity to provide a financial saving for councils, compared to the cost of developing a combined regional plan without central government resources later.
30. Initial scoping of whether it would be feasible to develop and test a combined plan in Canterbury would likely require up to 2 FTEs. If Canterbury was chosen to be a model region, then it is likely that resources above 2 FTEs would be required to develop the model combined plan.
31. Option 3 would have a significant impact on the current work programme. Existing regional and district plan reviews may need to have a strategic pause. There would be some inefficiencies from doing this, and some matters that were proposed to be addressed through the reviews may be delayed.
32. Further detail about this level of engagement has not yet come from the MfE.

Local Government Forum of Chief Executives

33. The Ministry for the Environment and Department of Internal Affairs has convened a Local Government Forum of Chief Executives. Initially this forum did not have any representation from Canterbury or LGNZ Zone 5. Following discussions with Department of Internal Affairs, they have agreed to include a Chief Executive from Canterbury.
34. Subject to the CE Forum's confirmation Jim Harland, CE Waimakariri Chief Executive, will join the Forum.
35. The original purpose of the Local Government Forum of Chief Executives was to provide input to the development of the exposure draft, and this is the current focus of the group, it is expected that the forum will also discuss other aspects of the reform,

with a particular emphasis on the organisational / system level impacts of the proposed reforms.

36. Through representation on this group there may be an opportunity for Canterbury councils to advocate directly with the Minister and/or MfE officials to ensure that they are aware of Canterbury's interest in assisting in the development of the new legislation. This would provide one strong voice for Canterbury and help ensure the provisions of the new legislation are fit for purpose and capable of being implemented.
37. The relatively recent consultation conducted by MfE regarding the development of the National Planning Standard provides a good example of how this consultation could work. MfE formed a council reference group to help test provisions and obtain feedback. It was informal, quick, and appreciated by both parties.

Regional implications of the proposed new legislation

38. The proposed new legislation will require regional collaboration on:
 - developing a region-wide spatial strategy
 - creating a combined regional plan, which will be a single planning document for the region
 - establishing a regional hub for all resource management compliance, monitoring and enforcement functions, with assistance from central government.
39. Planning Managers have already started considering how each council's resource management planning work programmes can be better aligned to meet legislative changes, including resourcing requirements. There will be opportunities to coordinate research between local authorities to ensure that there is consistent information for the preparation of the one plan. Planning Managers have identified some initial positions on the implications of the resource management reform on current plan making as shown in Attachment 3.
40. If Canterbury is one of the regions selected to develop and test a combined plan, this should put the region in a good position once the legislation comes into effect.
41. The Greater Christchurch partners are developing a spatial plan, which could be the basis for being expanding into a region-wide spatial strategy.

Resourcing options

42. There are two key options to provide the resourcing required:
 - diverting existing resources from some current planning work, or
 - acquiring additional resources.

43. Staff resourcing is likely to be an issue as the reform programme will impact areas of the workforce already involved in implementing significant reform. Diverting existing resources would impact on Canterbury councils that are in the midst of policy statement/plan reviews, which are multi-year and multi-million-dollar projects and absorb significant amounts of staff and elected members' time.
44. In addition, planning resources in Canterbury are already constrained as Canterbury has fewer planners per capita than other regions in the South Island, which is especially challenging since Canterbury has the largest land area to manage of all the regions.

Region	Council Planners per capita ¹
Te Tau Ihu (Nelson Tasman and Marlborough)	One planner per 3,500 people
Canterbury	One planner per 4,500 people
West Coast	One planner per 2,500 people
Otago	One planner per 3,300 people
Southland	One planner per 3,400 people

45. Acquiring additional resources would require funding of up to \$250,000 - \$300,000 per annum, including overheads for 2 FTE senior planners. This is not currently included in any council's budgets, and a funding source would need to be identified.
46. The table below provides an indication of the financial commitment required, based on the population-based allocation for funding regional work programmes.

Council	Percentage Share	.5 FTE	1 FTE	2 FTE
Environment Canterbury	21%	\$ 15,375.00	\$ 30,750.00	\$ 61,500.00
Christchurch City	21%	\$ 15,375.00	\$ 30,750.00	\$ 61,500.00
Selwyn District	11%	\$ 7,875.00	\$ 15,750.00	\$ 31,500.00
Waimakariri District	11%	\$ 7,875.00	\$ 15,750.00	\$ 31,500.00
Ashburton District	10%	\$ 7,500.00	\$ 15,000.00	\$ 30,000.00
Timaru District	10%	\$ 7,500.00	\$ 15,000.00	\$ 30,000.00
Hurunui District	4%	\$ 3,000.00	\$ 6,000.00	\$ 12,000.00
Waimate District	4%	\$ 3,000.00	\$ 6,000.00	\$ 12,000.00
Waitaki District	4%	\$ 3,000.00	\$ 6,000.00	\$ 12,000.00
Kaikōura District	3%	\$ 2,250.00	\$ 4,500.00	\$ 9,000.00
Mackenzie District	3%	\$ 2,250.00	\$ 4,500.00	\$ 9,000.00
	100%	\$ 75,000.00	\$ 150,000.00	\$ 300,000.00

¹ Source: Ministry for the Environment - National Monitoring System: Monitoring council implementation of the Resource Management Act – latest 2018/19 data (<https://www.mfe.govt.nz/rma/monitoring-rma-implementation>)

Next steps

47. Subject to the discussion on this paper, chief executives to advise if they support additional resources for the resource management reform process and, if yes, agree to a funding arrangement for the resources.
48. Subject to discussion on this paper, chief executives to consider direct advocacy to the Minister and/or MfE to advise that Canterbury would be interested in working closely with MfE on the development of the legislation and/or opportunities for working with the MfE on the development of model plans.

Attachments

- Attachment 1: Preparing to work under the new legislation
- Attachment 2: District and Regional Planning Policy Work Programmes
- Attachment 3: Initial staff positions from councils on the implications of the resource management reform on plan-making

Attachment 1 – Preparing to work under the new legislation

1. In preparation for increased regional collaboration requirements, the CPMG are working together to facilitate greater regional collaboration amongst Canterbury councils in relation to planning matters, including:
 - councils offering other councils training, where possible
 - setting up a Microsoft Teams account to exchange documents and enable collaboration
 - setting up the following sub-working groups to foster collaboration:
 - Resource Consents working group
 - Resource Management Policy working group (RMPWG).
2. The working groups will:
 - aim to enable collaboration between staff to share knowledge and improve operation efficiency/effectiveness
 - meet quarterly and report to the CPMG
 - develop a work programme and report quarterly on its implementation.
3. The RMPWG will focus on prioritising work programs given the likelihood of one combined Regional Plan being required in the future, and in doing so, consider:
 - environmental issues or matters of national direction that need to be addressed urgently via plan changes
 - whether proceeding with plan changes/reviews would be a wasted effort given the timeframe for the resource management system review and the need for work on the one plan, as number of Canterbury councils are in the midst of policy statement/plan reviews
 - whether the resources allocated to District Plan Reviews would be better spent on research so that work on the one plan can be initiated as soon as the statutes and national direction is finalised
 - the options to expedite those reviews to focus on the one plan, for those councils that have significantly progressed their plan reviews
 - plan chapters that we could have consistency on and what requires local flavour.
4. The RMPWG has started considering these matters, but currently, there is some uncertainty on the details of what exactly is proposed and what transitional provisions/ timeframes will be in place to transition from the Resource Management Act to the new NBA. More clarity should be provided with the exposure draft is released by central government. Once that is provided, further work can be undertaken, and further advice can be provided to the Policy Forum.
5. The CPMG will also work with the Policy Forum to ensure that the Regional Compliance Group is restarted with a focus on:
 - preparing for a regional compliance hub.
 - sharing knowledge and improving operation efficiency/effectiveness.

Attachment 2 – District and Regional Planning Policy Work Programmes

Council	Stage in the Plan Review Process	Timing
Waitaki	Drafting commenced for the next review.	Discussion Document released. Due to release draft plan in 2021
Waimate	Background work underway for the next review	The current Plan became operative on 28 February 2014
Timaru	Draft Plan released	Draft Plan released in 2020. Proposed Plan expected to be notified in 2021
Mackenzie	Background work underway for the next review	Current Plan became operative on 24 May 2004
Ashburton	Plan changes to District Plan as required, no DP review scheduled given RMA reform.	Current Plan became operative on 7 August 2014
Selwyn	Proposed Plan notified	Notified in 2020. Hearings to be held in 2021
Christchurch	Previous review recently finished	Current Plan became operative on 19 December 2017
Waimakariri	1st Schedule version of Plan released	Proposed Plan due to be notified in 2021
Hurunui	Previous review recently finished. Plan changes to District Plan happening as required. Currently up to PC5	Current Plan became operative on 21 June 2018
Kaikoura	Background work underway for the next review	Current Plan became operative on 23 June 2008
Environment Canterbury	Preparing for Regional Policy Statement, Coastal Plan and Land and Water Plan Review	Due for Notification in Dec 2024

Attachment 3 – Initial staff positions from councils²² on the implications of the resource management reform on plan-making

	Questions identified by Planning Managers at their December meeting			
	What current environment issues or matters of national direction need to be addressed urgently via plan changes/District Plan review, potentially prior to the new legislation being in place? This could also include any variations to District Plan reviews.	Will proceeding with plan changes/reviews be wasted effort given the timeframe for the RM system review and the need for work on the one plan?	If your council has significantly progressed their plan reviews, would it be an option to expedite those reviews to focus on the one plan? This could also include regional planning docs.	Which plan chapters could Canterbury have consistency on in the new one plan and what requires local flavour?
Timaru	TDC has not given effect to a number of national policy statements. Urgent environmental issues include heritage, biodiversity, Maori values, urban growth.	TDC would likely get 8-10 years out of its new plan before the one plan would have legal effect so effort in progressing the District Plan Review would not be wasted.	Streamlined planning process, or alternatively advocating to the Minister for transitional provisions that will avoid the need to work on two different plans under different systems at the same time.	Most district-wide matters and most zones. There will likely need to be some bespoke provisions to respond to local issues and expectations.
Selwyn	Housing capacity responses (occurring via private plan changes).	No, still need to progress changes particularly in response to any housing or business capacity issues. Seems that the s32 work will still be relevant in the new system and so any work undertaken now would still be relevant and the change well supported even if it ends up in a new format / plan.	Not sure that we can expedite it any quicker than we are. We will keep progressing.	Could be consistent - ONLs etc, hazards, transport, IB, use of future urban zones. Character and amenity issues will require local flavour.
Environment Canterbury	ECan is reviewing the Land and Water Plan to give effect to the Essential Freshwater Package. We are also reviewing the Regional Policy Statement and Coastal Plan. Notification in line with the new Resource Management Framework is scheduled for December 2024.	From ECan's perspective these three planning projects are necessary to position the region well considering the looming reforms. Using the RPS review to collect and collate regional data that can inform any future spatial plan (e.g. ONFL and Biodiversity).	We are seeking to work with TAs to ensure that any regional direction meets the needs of TAs alongside the wider community. As we get greater visibility of the proposed changes to the resource management system the way we work may need to change.	If the reforms proceed, we are likely to need some elements of all chapters aligned. However, we need to understand the overall structure of the regulatory framework before we can decide how best to balance the regionwide and local approaches.
Ashburton	National Policy Statement on Urban Development (NPS – UD), Ashburton is the only Council covered by the removal of parking controls but also without public transport provision. (Note: this reference is to consequential amendments). We are currently working through a Parking Management Strategy partly in response. We are also developing the 30-year Future Development Strategy (FDS) and Spatial Plan for the District. An HBA has been commissioned as part of the FDS.	We have decided not to commence our 3rd generation DP in 2024 as we feel this would be a wasted effort. We will continue to proceed with Plan Changes in the interim to address matters arising.	N/A	I suspect that rural land use on plains will have a lot of consistency, as would high country and indigenous vegetation rules. Small town zones and standards and coastal hut settlements are likely to have similar issues and may benefit from consistent approaches. Incoming considerations of how to manage flooding and fire risk consistently.
Mackenzie	None being worked on currently.	Mackenzie will be continuing the work program towards a second-generation District Plan. We view this work as being of more importance for the community with changes on the horizon and the outdated nature of our current plan.	Timing will be an issue but reducing the risks associated with lengthy appeals etc. would be beneficial.	It seems logical that broader chapters such as noise standards could be similar. There will need to be differences that recognise the different nature of settlements in Canterbury i.e. Mackenzie and Waimate are a different scale compared to the wider Christchurch councils.

²² Responses from Waitaki and Kaikoura had not been received by the time of writing this report.

	Questions identified by Planning Managers at their December meeting			
	What current environment issues or matters of national direction need to be addressed urgently via plan changes/District Plan review, potentially prior to the new legislation being in place? This could also include any variations to District Plan reviews.	Will proceeding with plan changes/reviews be wasted effort given the timeframe for the RM system review and the need for work on the one plan?	If your council has significantly progressed their plan reviews, would it be an option to expedite those reviews to focus on the one plan? This could also include regional planning docs.	Which plan chapters could Canterbury have consistency on in the new one plan and what requires local flavour?
Hurunui	<p>No current national direction requires any provisions in our District Plan to be addressed via plan changes. Potentially the NPS for Highly Productive Land and NPS for Indigenous Biodiversity could, dependent on what these look like when the final versions are released.</p> <p>We have had direction from Council that the minimum lot area for Rural zones should be reviewed. This would be done via a plan change. This may also be shaped by the NPS for Highly Productive Land.</p> <p>Consideration is currently being given to developing a Spatial Plan.</p>	<p>The plan change relating to minimum lot area within the Rural Zone could potentially be a wasted effort, if a regionally wide approach is used for lot areas for certain zones. HDC will consider adjoining TAs' rural lot sizes when formulating the plan change.</p>	<p>HDC has already completed the plan review of our first-generation District Plan. Our second-generation District Plan became operative 21 June 2018.</p>	<p>Most plan chapters could be consistent. We have two areas within the district (Mt Lyford and Hanmer Springs) which are subject to design standards. It is important that these standards continue to be applied to these areas to ensure the character of these areas is maintained.</p> <p>Also, areas which are subject to Outline Development Plans and have yet to be developed. Development within these areas should continue to be guided by the ODP's.</p>
Christchurch City	<ul style="list-style-type: none"> - NPS-UD - Coastal hazards - Indigenous vegetation clearance in the coastal environment - NPS-Indigenous Biodiversity (when it is released) - NPS-Highly productive land (when it is released) 	<p>Some prioritisation is occurring and there will be plan changes on our programme that work has not started on and is unlikely to, given the proposed timing of the reforms.</p> <p>Notwithstanding this, there remains a need to proceed with plan changes to address issues arising. It could still be some years before a new plan is developed and there are benefits of continuing to advance plan changes.</p>	N/A	<p>Urban growth management would require a bespoke approach, especially for Greater Christchurch.</p> <p>An example of where consistency will be important incl. protection of natural values (biodiversity, landscape).</p>
Waimakariri	<p>Current Operative Plan dates from the late 1990s. It has been subject to over 60 plan changes, initiated, private and Council, and requires complete review. This review is well advanced and can address more recent NPS etc.</p>	<p>The view of Council is to continue with the review. This would provide a fit for purpose set of Plan provisions and background material to assist and one plan.</p>	<p>Limited ability given current resourcing to expediate notification. Council has resolved to use the standard Schedule 1 approach to provide full submission rights.</p>	<p>This could include growth management and provisions relating to the natural environment. A key matter for consistency is natural hazards management.</p>
Waimate	<p>There is no urgent work currently underway.</p>	<p>Waimate intends to still work on some local issues/programmes for the district that are considered to be needed with any combined (regional) plan.</p>	N/A	<p>It is expected that many plan chapters will be common to all councils, i.e. natural hazards, utilities, indigenous vegetation protection, and some general rural, residential, industrial and business zones. However, some differences are expected to protect local flavour or special character and features.</p>

Date: 3 May 2021

Presented by: Hamish Dobbie, Bede Carran, David Ward

Regional forums report and Future for Local Government work programme

Purpose

1. This report summarises outcomes from the regional forum meetings since the Chief Executives Forum last met on 25 January 2021.

Recommendations

That the Canterbury Chief Executives Forum:

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. consider the establishment of a cross-discipline working group to address the system design implications for Canterbury councils as a result of central government reforms
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.

Background

2. The Operations and Corporate Forums met on 15 March 2021. The Policy Forum met on 26 March 2021.

Operations Forum (chair Hamish Dobbie)

3. At its meeting on 15 March, which was chaired by Murray Washington (Selwyn District Council), the Operations Forum:
 - received an update from Rob Kerr, project manager, on the Three Waters Service Delivery Review
 - received a presentation from Environment Canterbury on the monitoring and reporting implications for the regional council of the Government's three waters reform programme
 - reviewed and endorsed revised terms of reference for the Engineering Managers Group
 - received an update on the CWMS Fit for Future work programme
 - received updates from the Stormwater Forum and the Engineering Managers Group.
4. The Forum also considered the possibility of endorsing a regional submission on the Infrastructure Commission's recent "State of Play" report on water¹.
5. However, following the meeting the Secretariat contacted the Infrastructure Commission who advised that the next step in the "State of Play" reports was the draft 30-year infrastructure strategy consultation.
6. Submitting on the draft strategy would be more valuable than the state of play report, given that feedback for this was being wound up at the end of March/early April, and was being fed into the draft strategy. Submitting on the draft strategy would also allow the Mayoral Forum the opportunity to comment on a range of infrastructure matters that may affect local government for many years to come.
7. It is proposed that the strategy will focus on strategic issues for infrastructure, rather than individual projects. They are looking at finding ways to improve the systems, decision-making and priorities that lead to the infrastructure outcomes.
8. The draft strategy will be released for 6 weeks consultation on 12 May 2021.
9. If it is agreed to make a CMF submission on the draft Infrastructure Strategy, the secretariat will work with the Operations Forum on the development of the submission.

Corporate Forum (chair Bede Carran)

10. At its meeting on 15 March, the Corporate Forum:
 - received a report on assessing councils' carbon footprints (agenda item 13)

¹ <https://infracom.govt.nz/strategy/state-of-plays/>

- received an update on the short-term working group on flexible working, and agreed to recommend that a People and Capability Working Group be set up to ensure people and capability matters are adequately covered at this level (see agenda item 10)
- discussed collaborative procurement opportunities and the challenges involved with progressing these, and agreed a first step was to explore whether other councils could join Christchurch City's current RFP process for print services contracts
- noted that the future for local government would affect the scope and delivery of corporate services going forward and want to ensure that this issue is adequately covered in its Terms of Reference and/or work programme
- received updates from the Canterbury Public Records Act Executive Sponsors Group, the Canterbury Records and Information Management Support working group, the Chief Information Officers Group, the Health and Safety Advisors Group, and the Finance Managers Group.

Policy Forum (Chair David Ward)

11. At its meeting on 26 March, the Policy Forum:

- discussed resource management reform implications on regional work programmes and resourcing (see agenda item 7)
- during the discussion on the resource management reform consideration was given to the need for a cross-discipline working group to consider the design implications of the resource management reform process (and similarly the three waters reform).
- endorsed revised terms of reference for the Planning Managers Group
- discussed carbon forestry and agreed the Planning Managers Group undertake research to fully understand the impact of carbon forestry for Canterbury, and possible mitigation options
- agreed to establish a short-term working party to explore opportunities for greater cross-Canterbury collaboration on building consents
- reviewed and discussed progress on the three-year work programme; including the action for the Mayoral Forum to send a letter to Environment Canterbury seeking consideration of climate change matters in its review of the Canterbury Regional Policy Statement. A draft letter, reviewed by Policy Forum members, is attached as **Attachment 1** to this paper for Chief Executives Forum review and endorsement
- received updates on the work of the LTP working group, Climate Change Working Group and Natural Hazards Risk Reduction Group
- received an update from the Planning Managers Group and endorsed:
 - the Group's work programme, which covers implementing the regional policy programme, undertaking joint submissions and advocacy on the resource

management system reform and any new national direction released, and sharing knowledge and increasing efficiency and effectiveness across Canterbury councils' resource management functions.

- the creation of the Resource Consents sub-working Group and the Resource Management Policy sub-working Group (reporting to the Planning Managers Group) whose purpose is to enable collaboration below manager level to share knowledge and improve operation efficiency/effectiveness
- reconstituting the Canterbury Regional Compliance Group with a focus on preparing for a regional compliance hub, sharing knowledge and improving operation efficiency/effectiveness.

12. The Forum also considered the Planning Managers Group's recent decision to support the development of a joint regional submission on the exposure draft of the Natural and Built Environment Bill and agreed to seek Mayoral Forum endorsement (see item 7).

Regional Forums work programme

13. The respective regional forums have specific responsibilities that focus on the administration of council business, which will need to be considered in the face of central government reforms.
14. As noted at the Policy Forum meeting it was recognised that the resource management reform process is wider than just planning and considered a strategic approach to this work with input from all disciplines was required to ensure the best outcomes for Canterbury. This could equally apply to the three waters reform.
15. As an initial step, the Chief Executives Forum could:
- identify any priority future for local government matters within the remit of each of the three groups and advise them to prioritise these in their work programmes accordingly
 - ask each group to consider how to incorporate planning for the future for local government into their work programmes – this may be through purposefully embedding it into all matters before them
 - establish a cross-discipline working group to consider projects or pieces of work to understand potential impacts and where the respective forums should focus their work programmes.
16. In undertaking work on the future for local government and the central government reforms, the regional forums and working groups will need to be clear on roles and responsibilities to avoid double-handling of issues, and ensure they work together to avoid a siloed approach.

Forum administration

17. The success of the regional forums relies on high quality papers and full, consistent attendance at forum meetings to support discussions and decisions.
18. On several occasions recently papers have not met quality standards or have been submitted late. Often papers have not been submitted at all and members have proposed they provide a verbal update instead.
19. Papers that are not submitted on time limit the ability to review, hold up the compilation and distribution of meeting packs and put significant pressure on the secretariat to provide the standard of service expected.
20. Verbal updates do not give meeting participants the opportunity to review documents prior to the meeting and if the person providing the verbal update is unable to attend the item is often unable to be discussed.
21. The recent review of the regional forums highlighted general agreement that the working groups are valuable forums for sharing information and reducing repetition of effort, and in most cases, members felt being a part of the group helped them in their job and provided good opportunities for collaboration.
22. To ensure the value of the regional forums papers and reports must be prepared in a timely manner and attendance at forum meetings needs to be at the appropriate level.
23. The secretariat will email forum members to remind them of the importance of drafting high quality papers within the due date timeframes and of consistently attending these meetings. The secretariat seeks the Chief Executives' support of this approach.

Next meetings

24. Scheduled forum meetings for the next quarter are:

27 May	Mayoral Forum Working dinner
28 May	Mayoral Forum (and workshop on the future for local government)
4 June	Climate Change Steering Group
14 June	Corporate and Operations Forums
25 June	Policy Forum
26 July	Chief Executives Forum

Attachments

- Attachment 1: Draft letter from Mayoral Forum to Environment Canterbury regarding Canterbury Regional Policy Statement review

XX May 2021

Chair Jenny Hughey
Environment Canterbury
PO Box 345
Christchurch 8140

By email: Councillor.Hughey@ecan.govt.nz

Kia ora Jenny

Canterbury Regional Policy Statement Review

The Mayoral Forum is aware that Environment Canterbury is currently undertaking a full review of the Canterbury Regional Policy Statement (RPS) with the intention to notify it in 2024.

The Forum appreciates reviewing the RPS is a significant and important piece of work and looks forward to supporting Environment Canterbury in the review process where appropriate. The Forum understands that the Government's resource management reform process may alter the planning requirements and particularly introduce a need to deliver regional spatial plans and combined plans instead of an RPS, and we are encouraged to hear that Environment Canterbury is anticipating this with an initial focus on the key matters and issues that will need to be addressed, regardless of the planning instrument that this will be managed through.

As you know, the *Mayoral Forum's Plan for Canterbury* sets out five key priorities for this local government term, one of which is climate change adaptation and mitigation.

While we appreciate planning for the effects of climate change will already be a large part of Environment Canterbury's RPS review, the Mayoral Forum has agreed to formally communicate to you its desire for the regional council to factor climate change mitigation and adaptation into the new Canterbury RPS.

The Mayoral Forum would be pleased to provide advice and support to Environment Canterbury on this matter during the review, in any way that is helpful.

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 • Selwyn District Council • Timaru District Council
Waimakariri District Council • Waimate District Council • Waitaki District Council

We look forward to working alongside Environment Canterbury within the Mayoral Forum as we progress our shared goals for a thriving and prosperous region.

Ngā mihi

Sam Broughton
Mayor, Selwyn District
Chair, Canterbury Mayoral Forum

Date: 3 May 2021

Presented by: Stefanie Rixecker, Environment Canterbury

Canterbury Water Management Strategy update

Purpose

1. This paper seeks guidance from Canterbury Chief Executives Forum on the intended direction regarding the alignment of the Canterbury Water Management Strategy to the statutory direction set through the Essential Freshwater package.
2. The paper also provides the Canterbury Chief Executives Forum with an update on region-wide progress towards implementing the Canterbury Water Management Strategy (CWMS) for February to April 2021.

Recommendations

That the Canterbury Chief Executives Forum:

1. **provide guidance on the intended direction to not progress CWMS alignment in the near term**
2. **note that proposals for mitigation of risks associated with this intended direction will be brought to the next meeting of the CE Forum**
3. **receive the CWMS update report.**

Alignment of the Canterbury Water Management Strategy

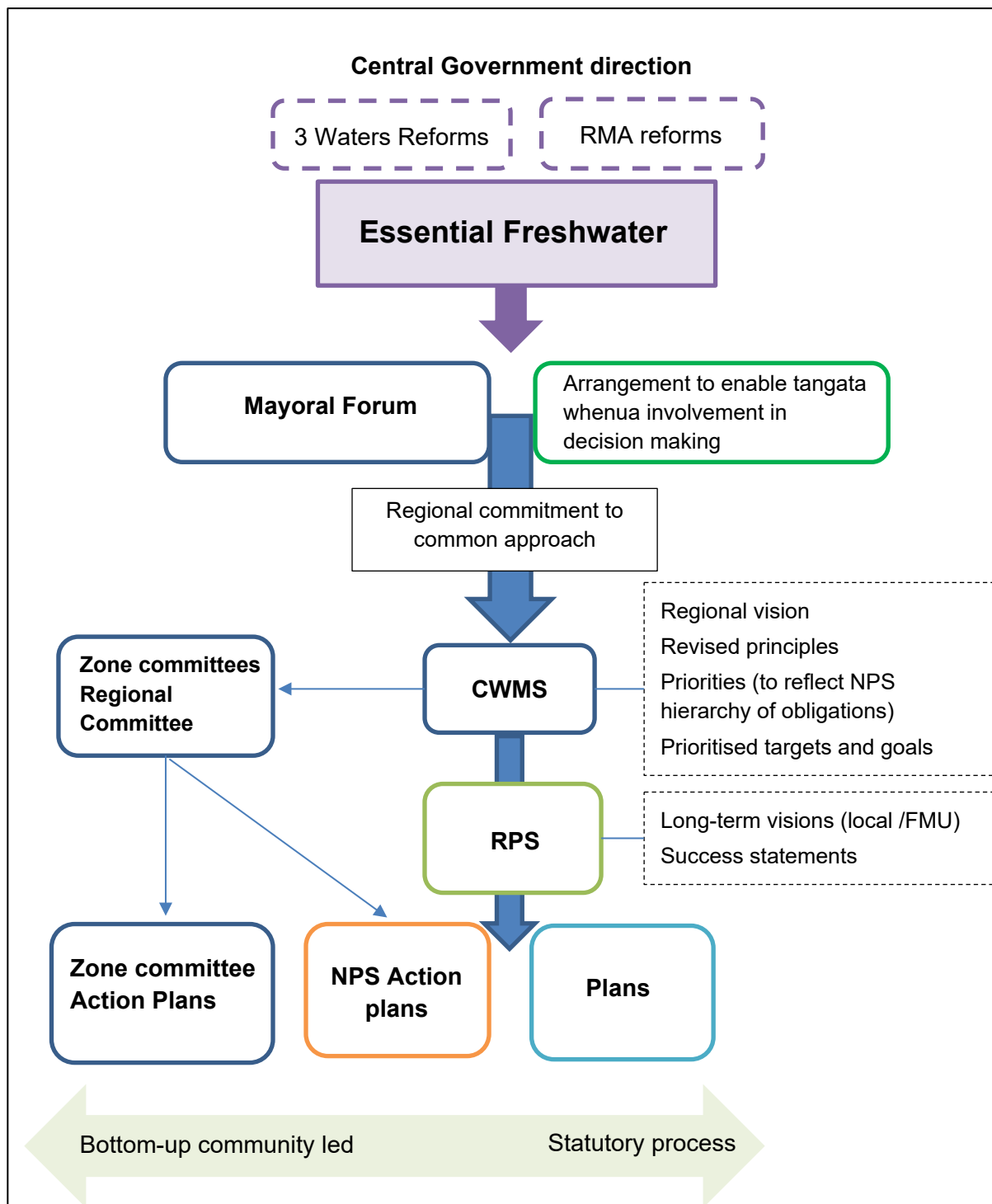
New national direction and the need for alignment

3. Since its introduction in 2009, the Canterbury Water Management Strategy (CWMS) has directed how we, as a region, manage our freshwater resources. The CWMS is a non-statutory initiative and much of its success is because of the collaborative approach that underpins it. Although the CWMS was given statutory weight through the Environment Canterbury Act (2010 and 2016), this ended with the repeal of the Act in 2019.
4. Despite the successes of the CWMS, the broader context in which it exists has changed significantly over the last decade and is likely to continue to change given recent national direction. Central government released the Essential Freshwater package in August 2020, introducing new policies, rules and regulations to halt further degradation of freshwater and establish an expectation that degraded waterbodies will be improved within a generation. Key changes include the strengthening of the concept of Te Mana o

te Wai and the introduction of a new hierarchy of obligations that places the health of waterbodies above all other needs.

5. While the context around the CWMS may have changed significantly, it is important to recognise that many of the key challenges described (page 5-6) in the CWMS (“Blue Book”) document are still relevant today. To date the Mayoral Forum has provided regional leadership on freshwater management, with the CWMS as the mechanism. There is still a need for this regional leadership to meet the challenges of managing water in the future.
6. The Government’s Essential Freshwater package presents an opportunity to align the CWMS to the new statutory direction. It may be beneficial to align the CWMS to reflect the direction set through statutory instruments in the Essential Freshwater and other drivers (RM reforms, climate change etc.) and so ensure the CWMS continues to provide the mechanism for supporting regional leadership.
7. While there is a case for aligning the CWMS to statutory direction, there are a number of reasons why we do not recommend that this is undertaken as a priority in the near term. There is not yet a common understanding of what Te Mana o te Wai means within Canterbury, and this is creating uncertainty. We are also all subject to a significant number of reforms including three waters, resource management, changes to the health sector and the recently announced review of local government. Responding to these changes is likely to create strain on the capacity of local government, papatipu rūnanga, and Te Rūnanga o Ngai Tahu.
8. The preferred approach would be to align the CWMS with statutory instruments once there is greater clarity with respect to other significant issues impacting the relevant organisations and freshwater management (defining Te Mana o te Wai, central government reforms for example). A watching brief will be maintained over the next 12 months to help inform timing of any possible CWMS alignment. Guidance is sought from the CE Forum on this approach.
9. The Mayoral Forum Essential Freshwater Steering Group had its inaugural meeting on 22 March 2021. At this meeting a presentation was provided on this topic. This included the following diagram (Diagram 1) for context.

Diagram 1: the potential role for an aligned CWMS in supporting the regulatory framework



Core components of the CWMS and alignment with Essential Freshwater

- Preliminary analysis has identified the following as core components of the CWMS and what changes could be made to align them to the national direction set through the

Essential Freshwater package (particularly the National Policy Statement for Freshwater Management 2020 (NPS-FM 2020)):

- a. **Regional Vision** – the NPS-FM 2020 requires visions for each freshwater management unit (FMU) to be included in the Regional Policy Statement. The regional vision articulated through the CWMS should be updated to bind together and support these local visions as well as reflect the direction set through the NPS-FM 2020. This could also be an opportunity to place freshwater management in the broader context of other regional issues such as climate change, regional economic development etc.
 - b. **Principles** – minor changes to the principles should be made to align with the NPS-FM 2020. For example, inclusion of the terminology of Te Mana o te Wai.
 - c. **Priorities** – shift the first order and second order priorities of the CWMS to reflect the hierarchy of obligations of the NPS-FM 2020 (prioritising the health and wellbeing of water bodies, then the essential needs of people, followed by other uses).
 - d. **Targets and goals** – accept the existing target areas and goals recently refreshed through the Fit for the Future project but shift the emphasis of delivery to be aligned with the newly aligned priorities.
 - e. **Institutional arrangements** – the institutions of the Zone Committees and the Regional Committee have evolved over the duration of the CWMS to meet different needs, most recently through the review of their Terms of Reference to reflect the Letter of Shared Priorities. As the approach to implementing Essential Freshwater becomes defined, the role of the committees will continue to evolve.
11. The CWMS is a large document that contains more than just these core components. If it were to be adapted, then a focus on these core components of the CWMS is considered necessary to retain the underlying ethos of the strategy. Diagram 1 above demonstrates how the core components of the CWMS could support the development of the regulatory framework.

Principles for supporting an alignment process

12. To be effective, an aligned CWMS would need to reflect the specific direction set through the Essential Freshwater package, as well as other drivers of change already recognised as important to the region (climate change, resource management reforms, three waters reforms, move towards greater regionalisation). It should also support the regulatory process underway to give effect to Essential Freshwater, but not duplicate or hinder it.
13. Maintaining the following principles during an alignment process will be essential for ensuring that these objectives are met:
- a. Maintaining community engagement and collaboration as the heart of the CWMS in order to develop social license

- b. A regional approach underpinned by partnership between the territorial authorities, Environment Canterbury, Te Rūnanga o Ngāi Tahu and papatipu rūnanga
- c. A compelling proposition around which a common sense of purpose can be developed to underpin a regional vision. For example, *a resilient regional economy and/or water management system that is able to adapt to the pressures associated with managing nitrogen and carbon*

Key risks

14. If the CWMS remains unchanged, then it will remain unaligned to the direction set through the statutory instruments of Essential Freshwater. The key risk associated with this approach is that the strategy will gradually lose relevance over time as a new regulatory system is established.
15. As noted above, if a CWMS alignment process is progressed as a priority, there is a risk that capacity will be stretched across all the other competing priorities due to reforms.
16. There are also risks associated with a process to align the CWMS:
 - a. In balancing a regional discussion about a regional vision when there will also need to be multiple discussions at a more localised scale about visions, there is a danger that the discussion becomes confused. This could be mitigated by clear communication around the process, the linkages and the purpose behind each the two different visions. Delaying the alignment of the CWMS could provide opportunity for greater clarity to be provided at the localised scale before the regional discussion is initiated.
 - b. Te Rūnanga o Ngāi Tahu is not officially a member of the Canterbury Mayoral Forum although there is a desire to address this. Te Rūnanga o Ngāi Tahu would need to be fully engaged in a process of aligning the CWMS if it is to be effective as a mechanism for articulating a common regional purpose. Environment Canterbury has requested mana whenua involvement in co-designing the approach for developing the regulatory framework and we are mindful of the many demands on mana whenua. The Te Rūnanga o Ngāi Tahu Statement of Claim on rangatiratanga over freshwater is a central focus for mana whenua. Participating in any alignment process for the CWMS is anticipated to be second order priority for Te Rūnanga o Ngāi Tahu.
 - c. The concept of Te Mana o te Wai is fundamental to the NPS-FM 2020 and the concept would need to be reflected in any adapted CWMS. Te Mana o te Wai is not a concept developed by mana whenua and therefore it will take time to develop an understanding of what it means for papatipu rūnanga within each rohe. Aligning the CWMS ahead of this process could lead to lack of alignment around the concept. Delaying the alignment process could help to mitigate this risk.

- d. Similarly, aligning the CWMS ahead of the new entities coming through the three waters reforms may lead to a lack of alignment with their objectives. Delaying the CWMS alignment could allow for greater clarity around what entities will be formed.
- e. If poorly managed, the alignment process could act as a distraction from, rather than supporting the process to update the regional regulatory framework.
- f. Strong leadership from the Mayoral Forum and/or the Essential Freshwater Steering Group will be required to ensure the success of the alignment process. This leadership role will ensure that the CWMS continues to act as mechanism for the region to unify around.

Update on region-wide progress towards implementing the CWMS

Regional and Zone committee updates

- 17. Environment Canterbury has confirmed that the CWMS Regional Committee will transition to a smaller advisory committee. Council approved the Terms of Reference and role description for the independent chair and co-chair and is developing a Code of Conduct for the Committee.
- 18. A Letter of Shared Priorities is being developed to guide the work of the Regional Committee. The letter will include priorities from Environment Canterbury and the Mayoral Forum's Plan for Canterbury 2020-2022. Te Rūnanga o Ngāi Tahu has been invited to coordinate papatipu rūnanga priorities into the Letter of Shared Priorities.
- 19. It is anticipated that the membership of the Regional Committee will be refreshed in mid-2021.
- 20. Zone committees are drafting their three-year Action Plans.
- 21. Zone managers and facilitators have summarised the focus for the CWMS Zone Committees from February to April 2021 (see Appendix 1).

CWMS implementation update

Zone committee review

- 22. Councils are progressing adopting the revised zone committee Terms of Reference and Letter of Shared Priorities (to be finalised by June 2021). Rūnanga will be invited to add their priorities to the Letter if they wish to do so.
- 23. The 2021 zone committee refresh commenced in April with appointments expected to be confirmed with Councils in July.

CWMS Targets Progress report 2019-2021

24. Environment Canterbury is continuing to work on writing the 2019-2021 report and to shift the report fully online on the Environment Canterbury website. This will increase our ability to showcase the work being undertaken by zone committees, Canterbury's city and district councils and other agencies that contribute to making progress on the Targets and goals.
25. As part of developing the new online format, Environment Canterbury is also working to improve the reporting function to show if we are meeting the Target areas and Goals' outcomes and where there is insufficient information to report progress.

RMA planning and implementation

26. The Independent Hearing Panel on Plan Changes 7 (Land and Water Regional Plan) and 2 (Waimakariri River Regional Plan) has now closed the hearing. The Panel is considering the 560 submissions and additional evidence presented by more than 100 (in person) submitters. It is anticipated the Independent Hearing Panel will make its recommendations to the Regional Council before July 2021.

Key regional projects/campaigns

27. The Farm Environment Plan (FEP) Auditor Guidance documents have been completed for Dairy Effluent; Soils and Irrigation and due for sign off and adoption to be used in the 2021/22 financial year. Two training days for FEP auditors and farm consultants are planned for May 2021 to support the introduction of the new guidance.
28. FEP Auditor guidance on Waterbodies, Fertiliser and Point Source Pollution risks are currently being revised.
29. Environment Canterbury is implementing a drinking water source protection work programme that includes several key projects:
- building a GIS-based risk assessment tool to enable the prioritisation of high-risk consented activities to ensure those activities that could pose a risk to source drinking water in community drinking water protection zones are monitored for compliance
 - working with water take consent holders to identify where fertigation is taking place to ensure appropriate backflow prevention devices are in place and checked and certified annually
 - using GIS data supplied by Canterbury territorial authorities to identify properties where unconsented on-site wastewater management systems or septic tanks are located. This is to ensure all domestic wastewater discharges within community drinking water protection zones obtain a resource consent and ensure systems or tanks are up to standard.
30. The following projects to improve water quality, increase river flows and groundwater levels continue to be trialled in the region:

- due to healthy surface water flows and shallow groundwater levels in the upper Selwyn/Waikirikiriri catchment full commissioning of the Selwyn/Waikirikiriri Near River Recharge (NRR) scheme is now timed for May 2021
- the Hekeao Hinds Managed Aquifer Recharge (MAR) trial now has 17 operational MAR and NRR sites. Learnings to date suggest that the current targeted approach to scheme design will reduce the required scheme size and annual water volume by up to 50%
- aquatic plant collection and cleaning is underway at the upper Hekeao Hinds and Broadacres / lower Waikirikiriri Selwyn sites. Channel lining and hardwood stump installation is also taking place at the Broadacres site.

Central government policy

31. Taumata Arowai is now officially established and has an independent Board, chaired by Dame Karen Poutasi. The Maori Advisory Board is currently being established.
32. Several Canterbury councils and the Mayoral Forum submitted on the Water Services Bill. Over 1000 submissions were received with hearings completed in March 2021. A key feature of the Bill is that suppliers must have a duty of care responsibility and will need to lift compliance to above current standards. The Bill also requires all persons who perform or exercise functions powers and duties to give effect to Te Mana o te Wai. The Bill is expected to be enacted by mid-late 2021.
33. The government under-estimated the large number of non-regulated small supplies and the associated workload to lift compliance for drinking water supplies and wastewater networks.
34. A regional workshop was held in Christchurch in March to discuss the design, number and boundary options for the new three waters service delivery entities. Government has indicated 2-5 entities nationwide. Key decisions on the entities will be made over the next few months and the government will be running nationwide public information and education campaigns. Refer to agenda item 4.
35. 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 webpage¹. As part of this, Environment Canterbury is working alongside Te Rūnanga o Ngāi Tahu and papatipu rūnanga to determine how co-design will be used during the process of giving effect to the requirements of Essential Freshwater.

Attachments

- Zone overview from February to April 2021

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

Appendix 1: Zone overview from February to April 2021

CWMS Committee	Focus of the Zone Work Programme	Highlights of practical work underway
Kaikōura	Kaikōura Plains a showcase for on the ground action Collaboration	<ul style="list-style-type: none"> Focus for the last 3-4 years has been on on-the-ground action on the Kaikōura Plains with riparian planting, wetlands protection and weed clearance on the Clarence. Focus for the near future will be to work closer with Kaikōura District Council towards berm transition (planting / weed control / mahinga kai / community enhancement) on Oaro, Kowhai, Waimangarara Rivers and Lukes Creek. Working with Kaikōura and Hurunui District Councils and DOC as part of the Ngāti Kurī collective.
Hurunui Waiau	Community Action On the ground action Water and Land committee	<ul style="list-style-type: none"> Environment Canterbury is supporting the work of the Hurunui Landcare Group and the emerging Waiau Uwha Catchment Group on riparian and berm projects between the Hanmer and Waiau bridges. Focus for the near future will be toward berm transition (planting / weed control / mahinga kai / community enhancement) for the Kōwai, Waipara and Chatterton rivers. Hurunui District Council continues to work with Environment Canterbury and Ngāi Tahu on draft options for a new Water and Land committee.
Waimakariri	Waimakariri District Council projects Braided River Revival programme – Ashley/Rakahuri Zone Committee Action Plans	<ul style="list-style-type: none"> Waimakariri District Council commenced construction on a water supply upgrade for the Ponytze Road scheme, which will comply with Drinking Water Standards. Notification and engagement are being carried out with landowners who have Significant Natural Areas identified on their property in the draft Waimakariri District Plan. Braided Rivers Revival – the Ashley/Rakahuri is one of the first rivers to which Environment Canterbury is applying “a whole of river principle” (including recreation, biodiversity, mahinga kai). Work has begun on the removal of willow in the reach from the Gorge to the Okuku confluence. In conjunction with the District Council and the community, master planning for the Rangiora Reach is about to commence. The zone committee is making good progress in the development of its Action Plan.
Christchurch-West Melton	Erosion and Sediment control programme Working with community/ catchment groups Dust- App pilot in McLean’s Island area	<ul style="list-style-type: none"> Hosted inaugural Erosion and Sediment Control Workshops over 3 days in April 2021. Next workshops planned for November 2021. Supported Otukaikino catchment work with biodiversity work and weed removal in collaboration with the Water & Wildlife Trust, Christchurch City Council and landowners Completed a pilot testing the use of an app to report dust by community and Environment Canterbury compliance staff
Banks Peninsula	Support for Banks Peninsula	<ul style="list-style-type: none"> The Banks Peninsula Conservation Trust covenant project connects to several other covenants along Okains Bay Stream. It is one of four projects with

CWMS Committee	Focus of the Zone Work Programme	Highlights of practical work underway
	Conservation Trust covenant projects	confirmed IMS funding of around \$16,000 to be used alongside Christchurch City Council's funding of \$20,000 to fence and covenant a 2.8 ha forested section of Okains Bay. This link provides further information on these projects.
Selwyn-Waihora	Collaborative approach to find catchment solutions along the Waikirikiri / Selwyn river	<ul style="list-style-type: none"> Fonterra Sustainable Catchment funding applications (supported by Environment Canterbury) have been successful supporting water quality sampling and biodiversity work in collaboration with landowners and Te Taumutu rūnanga in the Silverstream catchment.
Ashburton	Carters Creek Catchment Immediate steps projects Ashburton River pipeline project	<ul style="list-style-type: none"> Environment Canterbury and Ashburton District Council staff stream walked the urban section of Carters Creek through Tinwald during March to investigate infrastructure in the catchment. A Hinds biodiversity community vision is under discussion led by representation from Mayfield Hinds Valetta Irrigation Scheme, the Ashburton Water Zone Committee, Te Rūnanga o Arowhenua, Ashburton District Council and Environment Canterbury. Mt Harding Creek catchment project commenced with mapping and stream walking by Environment Canterbury, discussions with individual landowners and the Ashburton Lyndhurst Irrigation Scheme, and a display at the Methven A&P show. The Ashburton River pipeline project was completed over summer and the efforts of Ashburton District Council and contractors to ensure full environmental compliance were recognised with an award from Environment Canterbury during March 2021.
Orari-Temuka-Opihi-Pareora	Catchment- scale programme proposal Washdyke Lagoon Immediate Steps Projects	<ul style="list-style-type: none"> Continued support of the Catchment Collective, including setting up budget holding capability within Environment Canterbury until the Catchment Collective achieves incorporated society status Results from the Timaru Odour Project pilot run over February were discussed at a community meeting on 31 March. Serpentine Creek weed control has been completed. Further surveying to determine the spread of willow through the Waihi has been undertaken. Working with Aoraki Environmental Consultants to get cultural advisor approval of the control sites at Ohapi Creek before work commences. Works will likely occur during spring/summer this year OTOP Zone Committee is working towards action plans and has started presenting annual/progress reports to Environment Canterbury and territorial authorities.

CWMS Committee	Focus of the Zone Work Programme	Highlights of practical work underway
Upper Waitaki	Lakes campaign Increasing knowledge of mahinga kai Mackenzie Alignment Group	<ul style="list-style-type: none"> • The 'One Poo Can Close the Lake' campaign received significant local and national coverage, was well received, and raised public awareness of negative impacts on recreational areas in the locality. There were no reported contamination exceedances at Lake Ruataniwha over the summer holiday period. • Upper Waitaki Zone Committee is keen to focus on increasing local knowledge and understanding of mahinga kai across the community, through identifying activities within its Action Plan. • The Mackenzie Alignment Group held a combined consenting drop-in day in Twizel. • Following the Ohau village fire and remediation process, Environment Canterbury and territorial authorities are investigating future opportunities for compliance support and alignment. • The zone committee is working towards action plans and has started presenting annual/progress reports to Environment Canterbury and territorial authorities.
Lower Waitaki	Fish Screens compliance Waihao Wainono Community catchment Upper Hakataramea Bio Security measures PC5Southern Coastal Farms Audit	<ul style="list-style-type: none"> • Compliance monitoring of fish screens is underway. • Working with the Waiho Wainono Catchment Group to plant over 600 plants and undertake willow control. • Willow and broom control on the upper Waitaki and fencing in the Ohau Downs. • Willow and broom control in Hakataramea in line with survey reports to catchment group. • Bruscott Station wetland construction and planting underway. • Full audit against PC5 nutrient budget levels and GMP compliance in conjunction with all farmers.

Date: 3 May 2021

Presented by: Bede Carran (Timaru) (Chair, Corporate Forum)

Establishment of People and Capability working group

Purpose

1. This paper seeks agreement to establish a People and Capability working group, reporting to the Corporate Forum.

Recommendations

That the Canterbury Chief Executives Forum:

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.**

Background

2. Human resource matters fall under the remit of the Corporate Forum. There is currently no working group specifically set up to work on people and capability issues. Human resources as a topic area is currently specified in the scope of the Finance Managers Group terms of reference.
3. At its recent meeting, the Corporate Forum considered the significant impact of various reform packages signalled by the government and the effect this would have on the workforce. Given these proposed changes, the lack of a specific working group focused on people and capability issues was identified as a gap in the current working group structure and agreed to recommend that the Chief Executives Forum establish a People and Capability working group.

Status of people and capability matters in the regional forums structure

4. As noted above, people and capability matters sit within the scope of the Finance Managers Group. There is no specific people and capability expertise on this group and generally it is not an issue that has arisen for discussion at the group's meetings.
5. The Chief Executives Forum recently established a short-term working group focused on sharing flexible working practices and learnings across the region. The group's membership is made up of people and capability managers or senior staff.
6. When this group was established, it was noted that there may be value in the group continuing to meet after their specific work on flexible working was complete to enable greater collaboration on human resource issues more widely, and that the current terms of reference could be revised for this purpose at that time.

Establishing a long-term working group

7. In establishing a long-term group, it is critical to ensure:
 - the group has a clear purpose and work programme
 - the membership is appropriately senior.
8. Given the current membership of the short-term working party is people and capability managers or senior staff, it seems sensible to continue this membership in the permanent working group.
9. While the working group could be established now and the flexible working aspect be incorporated as a workstream, it is considered more efficient to allow the short-term group to remain focused on completing its work on flexible working before adding other people and capability matters into the mix.
10. The short-term working group will complete its work and report to the Chief Executives Forum in July 2021.
11. Proposed terms of reference are attached as Attachment 1.
12. In keeping with current practice, the Chair of the working group would be a member of the Corporate Forum and provide regular reports at Forum meetings alongside the other working groups reporting to it.

Next steps

13. Subject to the view of the Forum, a permanent People and Capability Working Group will be established in line with approved terms of reference, once the short-term working group completes its work.

14. The Finance Managers working group terms of reference will be updated to reflect this change.

Attachments

- People and Capability Working Group draft terms of reference.

Canterbury People and Capability Working Group: Terms of reference (May 2021)

Background

1. These terms of reference come into effect on xx date.

Purpose

2. The purpose of the Working Group is to:
 - 2.1. provide opportunities for information-sharing, networking and improved collaboration on people and capability issues across Canterbury councils
 - 2.2. align the working group's work programmes with the priorities and work programme of the Canterbury Chief Executives Forum
3. The Forum reports to the Corporate Forum.

Scope

4. Matters subject to the Working Group's consideration are:
 - 4.1. identification of emerging people and capability issues
 - 4.2. information-sharing and networking
 - 4.3. collective advocacy on specific topics
 - 4.4. establishing regional perspectives on specific topics and/or policies

Membership and operation

5. The members of the Working Group are senior leaders in people and culture roles from each of the 11 local authorities in Canterbury region.
6. Membership of individuals or agencies outside of the above must be approved by the Corporate Forum.
7. The Working Group will meet quarterly unless otherwise agreed.

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*

8. The Working Group shall hold a minimum of one meeting in person each year, and the remainder virtually. The in-person meeting location within Canterbury will be at the discretion of the Working Group.
9. A Chair shall be nominated annually by the working group and approved by the Corporate Forum. The Chair is eligible for reappointment.
10. Setting meetings, agendas, minutes and reporting is the responsibility of the working group.

Work programme

11. The Working Group will develop its work programme annually and report on this quarterly to the Corporate Forum.
12. Work programmes must be aligned to the Plan for Canterbury.
13. Work programmes outside of the Plan for Canterbury will be submitted to the Corporate Forum for approval, and endorsed by the Chief Executives Forum.

Review and amendment of these terms of reference

14. The Working Group may recommend changes to its terms of reference to the Corporate Forum. The Chief Executives Forum must endorse any changes.
15. The Chief Executives Forum will review the terms of reference three-yearly in the year following local authority elections.

Approved by the Canterbury Corporate Forum, May 2021

Canterbury Chief Executives Forum Item 11

Date: 3 May 2021

Presented by: Secretariat

Freedom camping discussion document – draft submission

Purpose

1. This paper provides advice on a draft Mayoral Forum submission on proposed changes to freedom camping in New Zealand.

Recommendations

That the Canterbury Chief Executives Forum:

1. **consider and provide feedback on the draft submission**
2. **endorse the draft submission being provided to the Mayoral Forum for its consideration.**

Background

2. The Ministry of Business, Innovation and Employment released a discussion document for public feedback on proposed changes to the way freedom camping is managed in New Zealand.
3. The Mayoral Forum has advocated on this issue with the Government previously. Providing a submission on the proposed changes is a good opportunity to further advocate for a freedom camping system that works for Canterbury and its communities.
4. The submission process closes on 16 May.

Draft submission

5. A draft submission is attached.
6. The draft submission aligns closely with the Mayoral Forum's view when advocating with the Government on this matter over the last few years.
7. While the Forum has noted that there is not a single view across Canterbury about freedom camping, there is general agreement that, in terms of the current situation:
 - providing infrastructure to support responsible freedom camping has come at a cost that may not be fully offset by freedom camper spending

- the problem continues to be primarily with non-self-contained (or pseudo-self-contained) vehicles
 - leaving it to each territorial authority to determine its own bylaws has not been a satisfactory solution and there is a need for a consistent approach across councils, the Department of Conservation, Land Information New Zealand and Waka Kotahi New Zealand Transport Agency.
8. The Forum also reached the view that the key principle of the legislation needs to be reversed so that freedom camping is prohibited unless expressly permitted by a council, rather than the current default setting allowing it anywhere except areas it is restricted or prohibited. This matter is out of scope of the discussion document, but is canvassed in the submission to reiterate the need for this principle to be reconsidered.

Next steps

9. In keeping with the Mayoral Forum's policy on regional submissions, the draft submission is currently with the Policy Forum for review.
10. Feedback from the Chief Executives Forum and Policy Forum will be incorporated before it is provided to the Mayoral Forum for consideration.

Attachments

- Draft submission on freedom camping discussion document

DRAFT

xx May 2021

Ministry of Business, Innovation and Employment
PO Box 1473
Wellington 6140

By email: responsiblecamping@mbie.govt.nz

Canterbury Mayoral Forum Submission on the Government's discussion document *Supporting Sustainable Freedom Camping in Aotearoa New Zealand*

1. The Canterbury Mayoral Forum (CMF) thanks the Ministry of Business, Innovation and Employment (MBIE) for the opportunity to make a submission on the discussion document.
2. In this submission the CMF has provided comment on each of the four proposals in the discussion document, as well as on some wider issues with the Freedom Camping Act 2011.

Background and context

3. The CMF comprises the Mayors of the ten territorial local authorities in Canterbury and the Chair of the Canterbury Regional Council (Environment Canterbury), supported by our Chief Executives. The purpose of the Forum is to promote collaboration across the region and increase the effectiveness of local government in meeting the needs of Canterbury's communities.
4. All Canterbury councils actively participate in the Forum: the Kaikōura, Hurunui, Waimakariri, Selwyn, Ashburton, Timaru, Mackenzie, Waimate and Waitaki District Councils, the Christchurch City Council and the Canterbury Regional Council (Environment Canterbury).

Mayors standing together for Canterbury.

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

5. The following submission has been developed with input from across Canterbury councils. Our submission focuses on matters of general agreement between the members of the CMF.
6. We note that Selwyn District Council [note others] is/are also making individual submissions. The CMF supports careful consideration of these submissions.

Mayoral Forum's *Plan for Canterbury*

7. The CMF published the *Mayoral Forum's Plan for Canterbury* in September 2020, which sets out the CMF's five key priorities in this local government term.
8. One of the key priorities is:
*shared prosperity through sustainable, value-added primary production, high-value manufacturing, **high-value tourism** and growing, attracting and retaining a skilled workforce, investment and new businesses.*
9. As part of achieving this, the CMF has advocated with central Government for several years for changes to the way in which freedom camping is managed in New Zealand. The CMF has also overseen the development of a South Island Destination Management Plan, which includes commentary on freedom camping and proposes some ideas for change. The Plan's executive summary is **attached** for context.
10. We welcome this opportunity to provide Canterbury's view on how changes to freedom camping can result in higher value tourism for our nation.

General comments

11. The CMF is delighted the Government is progressing reforms to freedom camping and supports the intent of the proposals to improve the freedom camping regime, better protect the environment, remove unfair burdens on communities in some destinations, and lift the quality of tourism.
12. The CMF has previously advocated with Ministers for changes to be made while our borders are closed to international visitors, noting that the current closure offers us a unique opportunity for New Zealand to shape the future of tourism in ways that create decent jobs, benefit communities and enhance our economic, environmental, social and cultural wellbeing.
13. In advocating for this, the CMF has noted that there is not a single view across Canterbury about freedom camping, but there is general agreement that, in terms of the current situation:
 - providing infrastructure to support responsible freedom camping has come at a cost that may not be fully offset by freedom camper spending
 - the problem continues to be primarily with non-self-contained (or pseudo-self-contained) vehicles
 - leaving it to each territorial authority to determine its own bylaws has not been a satisfactory solution and there is a need for a consistent approach across councils, the Department of Conservation, Land Information New Zealand and Waka Kotahi New Zealand Transport Agency.
14. Freedom camping affects districts across Canterbury differently. Some have significant issues with freedom campers, while others have little problems. Because of this, there is a varied

approach to managing it, with some districts using specialist freedom camping bylaws to restrict or prohibit camping in certain areas and limit camping to self-contained vehicles, using existing bylaws for camping, littering and parks to restrict or prohibit camping in certain areas, or for those districts with little problems from freedom camping, addressing issues as and when they arise.

15. While the flexibility in the current legislation allows districts to respond in the way best suited to their local areas, the inconsistency makes it hard for tourists to understand what is expected across the region and consequently makes enforceability (and cost recovery for infringements) difficult. The CMF therefore strongly supports any move to create greater consistency of the freedom camping regime.
16. While we are supportive of the intent of the proposals, the CMF considers the proposed changes need to go further, and a review of the key principles of the Freedom Camping Act 2011 is urgently required. We note this is out of scope of the discussion document, but given the importance of this to the Forum, we provide some further comments on this later in the submission. We ask that this be given due consideration alongside the other matters raised in this submission.

Comment on discussion document proposals

17. Comments are provided below on the four proposals.

Proposal 1: Make it mandatory for freedom camping in a vehicle to be done in a certified self-contained vehicle

18. The CMF considers this proposal would effectively target the vehicle types that are causing many community concerns about freedom camping. As the CMF has identified previously, freedom camping problems continue to be primarily with non-self-contained (or pseudo-self-contained) vehicles.
19. In requiring freedom camping vehicles to be certified as self-contained, it sends a strong message about the type of behaviour New Zealanders expect from freedom campers, and ensures vehicle owners meet a minimum standard. As we note later in this submission, changing the self-contained standards from voluntary to mandatory is a significant and much-needed step forward in this area.
20. However, we note that this proposal would still allow people to sleep in non-certified vehicles in places not covered by the Act – for example conservation campgrounds and private land. Further, people could still freedom camp in tents (except where this is restricted by freedom camping bylaws and notices). We also note that compliance costs for vehicle owners could be high, reducing or restricting New Zealand residents who enjoy freedom camping but will not be able to afford to convert their vehicles to meet the standard.
21. We are particularly concerned about the potential loophole for freedom campers to simply buy or rent a cheap vehicle and tent and continue freedom camping as they have in the past. With sleeping in a tent not being captured by Proposal 1, we may find that “budget” freedom campers, who have largely been the problem, will just switch from vans to tenting, meaning the problem the changes seek to solve will not be adequately fixed. This will place greater responsibility on local authorities to create new, or amend current, bylaws to ensure this is captured.

22. In light of the above, we are therefore concerned that this proposal may not go far enough to deal with the full extent of the problem freedom campers can present for our environment and communities.

Proposal 2: Make it mandatory for freedom campers to stay in a vehicle that is certified self-contained, unless they are staying at a site with toilet facilities

23. The CMF agrees that this option would deliver a nationally consistent requirement for access to toilet facilities, and will influence positive behaviour changes by freedom campers. We are pleased to see that this proposal means there is no loophole for freedom camping in tents, which is something we see as a gap in Proposal 1.
24. We agree with the discussion document's assertion that Proposal 2 would offer a stronger incentive for campers to travel in self-contained vehicles, as it would open them up to a wider range of places to stay. At the same time, it would still allow campers to use non-self-contained vehicles if they ensure they camp at locations with toilets.
25. A concern we have about Proposal 2, however, is that regional parks are an exception. The discussion document notes one of the consequences of this option is that it may drive more campers to simply choose regional parks to camp at, thereby avoiding the new regime entirely. This will clearly require increased monitoring and enforcement resources by regional councils, possibly significantly so.
26. On balance, however, we consider that Proposal 2 (coupled with proposals 3 and 4 below) is a more effective option than Proposal 1 above.
27. We note that both options still put the onus on councils to restrict or prohibit freedom camping in their regions. We are strongly of the view (as discussed later in this submission) that if the intent of the Act was reversed to assume freedom camping is not permitted unless expressly provided for, local authorities' roles in monitoring and enforcing the freedom camping regime would be easier and more efficient, regardless of whether Proposal 1, 2 or something similar is ultimately chosen.
28. Nonetheless, we support any move to improve the level of self-containment for freedom camping vehicles, and consider that in conjunction with proposals 3 and 4, either Proposal 1 or 2 would still go a long way to improving current issues with freedom camping across New Zealand.

Proposal 3: Improve the regulatory tools for government land managers

Stronger infringement scheme

29. The CMF supports the proposals for a stronger infringement scheme.
30. This would allow local authorities to give higher fines for a range of offences, enabling improved cost recovery for the often significant efforts by local authority staff involved in monitoring and enforcing freedom camping regulations.
31. We also support requiring vehicle rental companies to pass on fines to people that have hired their vehicles. The discretionary way in which rental companies can currently choose whether

or not to do this is a clear gap in the current system. Rental companies are best placed to recover infringement fees from vehicle renters and should be made accountable for this.

Regulatory system for self-contained vehicles

32. The CMF strongly supports introducing a comprehensive and strict regulatory system for self-contained vehicles. This, coupled with a strengthened standard (as discussed in the next section), is key to a vastly improved system for managing freedom camping.
33. National oversight of legislated requirements for self-contained vehicles would pave the way for two significant issues with the current regime to be resolved: a centralised register of certified vehicles and consistent oversight of certification standards.
34. A centralised register would make it easy for local authorities to verify that a vehicle is compliant, as well as whether the owner(s) had previously been issued warnings or fines, thereby further supporting enforcement efforts.
35. The disjointed and uncoordinated way in which certification is currently applied means there is a lack of consistency across the country, resulting in varying interpretations of what is required. The CMF supports any measure that would provide for nationwide consistency of the application of the standards.
36. We do not have a strong view on whether a new agency should be established for this purpose, or whether the regulatory powers should sit with a current government department or agency. While it seems sensible for MBIE to continue its role in freedom camping and assume new regulatory powers, there are also good arguments for establishing a standalone agency with clear purposes and responsibilities. We suggest further work in this area to better understand the implications of either option.

Local authorities' role in enforcing rules on other government-owned land

37. The CMF agrees that the current situation, whereby the Freedom Camping Act 2011 only covers local authority areas and the conservation estate and not all government-owned or managed land, means there can be a lack of consistency in approach to managing freedom camping in a local authority area.
38. While we support any measure to improve consistency across the board, we note that addressing this by allowing local authorities to act as enforcement agents on government-owned land (except the conservation estate) could mean more enforcement resources are required by councils to meet the requirements. Councils would need and expect resourcing support from central government if it were to take on enforcement duties for additional tracts of land.

Proposal 4: Strengthen the requirements for self-contained vehicles

39. The CMF has been advocating for strengthened requirements for self-contained vehicles for some time. We strongly support changes in this area, as noted in our comments to proposals 1 and 2 in this submission.
40. The most obvious necessary change is to make the standard mandatory, rather than simply voluntary. A mandatory standard, sitting alongside an enforced regulatory regime, would be an immense step forward for responsible camping in New Zealand.

41. We agree that the responsibility for certifying vehicles as self-contained would most appropriately sit with the Plumbers, Gasfitters and Drainlayers Board.
42. Aside from making the standard mandatory, the CMF considers the definition of “toilet” in the standard needs tightening up to ensure vehicle owners or renters are clear on what is required, and that the definition of “toilet” is adequate to be effectively used by vehicle renters or purchasers.
43. We echo the comments of the Parliamentary Commissioner for the Environment on this matter, who notes that for smaller vehicles, meeting the current requirements effectively means just installing a “small plastic box” near the bed and living area. This is clearly not the intention of the standard, and it should be reviewed accordingly.
44. It is disappointing to note the findings of recent MBIE research that showed many international visitors did not use the toilet in the vehicle they rented or hired (as referenced on page 13 of the discussion document). It is interesting, however, that nearly 75% of campers who hired a premium vehicle that met the current standard used the onboard toilet facilities (in comparison to the 28% that hired or purchased a “budget” self-contained vehicle). Further work is clearly needed to ensure onboard toilets are designed appropriately to encourage better use by self-contained vehicles, and budget ones particularly.
45. One way forward, as noted in the discussion document, is to amend the standard so that fixed, plumbed toilets are the only acceptable toilets for self-contained vehicles to gain certification. However, we consider further work is still needed to determine whether this is the best option. It may be that strengthening the standard to remove the least effective and/or least likely to be used toilets (such as portable and cassette toilets, for example), would result in the same improved outcomes as requiring permanent, plumbed toilets.
46. As noted above, we consider that both a strengthened standard and a national regulatory regime are urgently required. Together, these will make a significant difference to the freedom camping issues currently experienced by local authorities and communities.

Other matters: Review of Freedom Camping Act 2011

47. Although out of scope of this discussion document, the CMF urges a more fulsome review of the Freedom Camping Act 2011; in particular, a reconsideration of the overarching principle of the legislation that freedom camping is permitted unless councils or the Department of Conservation have restricted or prohibited it in certain places.
48. The CMF notes that the Act was put in place for a specific purpose – to manage the expected influx of Rugby World Cup visitors in 2011. It was drafted and enacted quickly, and we question how much consideration was given at the time to the impact on local authorities, infrastructure or the communities they serve. The number of freedom campers continued to grow significantly after the world cup, creating the problems experienced by communities up until the COVID-19 pandemic affected international tourism.
49. While the CMF is supportive of the intent of the Act, we remain of the view that the key principle of the legislation needs to be reversed so that freedom camping is prohibited unless expressly permitted by a council, rather than the current default setting allowing it anywhere except areas it is restricted or prohibited. This would give councils greater ability to determine

the areas within their localities that are appropriate for freedom camping, and work in partnership with each other to take a more coordinated and strategic approach to the issue.

50. The issue of freedom camping, and the priority of value over volume emerged in stage 1 of the project to develop a South Island Destination Management Plan, an initiative of the Local Government Zone 5 and 6 groups and the CMF. There was clear agreement amongst these groups that amending the onus and intent of the Act was the best outcome for communities. The issue of community social licence is inextricably linked to high-profile issues like freedom camping and degradation of sites, and community concerns about how their environments are treated and respected by freedom campers. As noted earlier, a copy of the executive summary of this Plan is attached for context.
51. Finally, the CMF would like to reiterate that the closure of New Zealand's border during the COVID-19 pandemic is an opportunity to reconsider the future of tourism in New Zealand to make changes to increase the value each visitor brings to our country while ensuring tourism is sustainable and maintains a social licence to operate. The value of each visitor also needs to be measured in terms of the wide body air freight capacity that tourist flights bring to the New Zealand and in particular to the South Island to support the export of NZ commodities. This capacity was already constrained pre COVID-19 and further changes should look to a maximise our export potential alongside visitor value. We must use this opportunity to create a tourism sector that gives back more than it takes.

Conclusion

52. Thank you once again for the opportunity to make a submission on this discussion document.
53. Our Secretariat is available to provide any further information or answer any questions MBIE may have about our submission. Contact details are: Maree McNeilly, Canterbury Mayoral Forum Secretariat, secretariat@canterburymayors.org.nz , 027 381 8924.

Ngā mihi

Sam Broughton
Mayor, Selwyn District Council
Chair, Canterbury Mayoral Forum



Te Wai Pounamu - South Island Destination Management Plan 2020-2030

Executive Summary

**An initiative of South Island
Mayors**

About this document

This document is an initiative of the South Island Mayors. It has been driven by a Project Steering Group comprising a number of representatives of South Island Mayors, with the involvement of MBIE, DOC and other government agencies, and developed by Stafford Strategy, with data support from Fresh Info. It is a result of a detailed 18- month process to achieve the South Island's aspirations for tourism out to 2030.

Members of the Project Steering Group were: Sam Broughton (Chair and Mayor of Selwyn Council, , Abby Cheeseman (Principal Advisor MBIE), Tinaka Mearns (Manager Regional Visitor Planning DOC), Loren Heaphy (General Manager Destination and Attraction, ChristchurchNZ), Richard Kempthorne (now retired, Mayor of Tasman), Jim Boulton (Mayor of Queenstown Lakes), Gary Tong (Mayor of Southland), Chris McKenzie then Kevin Stratful (Destination West Coast Economic Development Managers), Joanna Norris (CEO ChristchurchNZ), Jacqui Lloyd (General Manager Destination Marlborough), Dean Heiford (Economic Development Manager Economic, Community and Support Services, Marlborough District Council), John Christie (Director Enterprise Dunedin), Mark Rawson (CEO Nelson Regional Development Agency), Ann Lockhart (Interim Chief Executive Southland Regional Development Agency). The coordination of the project has been provided by Warren Gilbertson, from ECAN..

This document is a summary of the full South Island DMP which has been produced. The full South Island DMP should be read in conjunction with this summary document.

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Te Waipounamu - The South Island

Home to many of New Zealand's major tourism icons, Te Waipounamu (New Zealand's South Island) is an exciting and captivating visitor destination. With its dramatic landscapes, rugged seascapes, rich and colourful history and vibrant culture, it serves as a truly unique backdrop for holidays and other purposes, to a wide diversity of visitors.

With the success of Tourism New Zealand's 100% Pure destination marketing campaign, as well as the popularity of blockbuster movies, such as the *Lord of the Rings* Trilogy, *The Lion*, *The Witch* and *The Wardrobe* and *Wolverine*, the South Island has become a destination which has garnered strong global interest and is a bucket list item for many travellers.

In 2018, New Zealand welcomed over **3.8 million** international visitors and **1.7 million** of these travelled to the South Island, most on holiday. These international visitors to the South Island also contributed over **\$4.6 billion** in spend.

But the South Island is not only popular for international visitors, with **18.1 million** trips to and within the South Island being undertaken by Kiwis on holiday, to visit friends and relatives and for business purposes. These domestic visitors spent **\$5.6 billion** in 2018.

The appeal of the South Island and its various destinations can be largely attributed to the following experience categories and assets.

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Nature-based experiences – leveraging off the South Island's dramatic landscapes and extensive conservation estate and which provides visitors with the opportunity to undertake high-quality walks and bike rides; wildlife-watching; relaxing in natural hot pools; and scenic drives, cruises and flights, just to name a few.



Adventure product – which provides visitors with the opportunity to connect with our landscape while being physically active at the same time. Experiences include sky diving, jet boating, mountain biking, bungee jumping, zorbing etc. Queenstown, in particular, is well-known globally as an adventure tourism playground.



NZ Tourism Icons – globally renowned tourism icons including Milford Sound, Aoraki/Mount Cook, Lake Tekapo, Franz Josef Glacier and Fox Glacier.



Food & wine – the South Island offers exciting culinary delights to appeal to even the most discerning foodie, from its world-class wine regions to high-quality boutique produce. The South Island is renowned for its seafood (including the world-famous, Bluff Oyster), dairy, fruit and high-quality meat.



Snowsports – the South Island is fortunate to have a plethora of options for snow-based activities, ranging from wide-open slopes for beginners to heli-skiing and backcountry touring for the more experienced. Particularly well-known ski resorts include The Remarkables, Coronet Peak, Cardrona, Treble Cone, Porters and Mt Hutt.



Heritage & arts – New Zealand may be a "young" country, but the South Island offers renowned heritage architecture, museums and art galleries that appeal to fervent arts and culture buffs.

Why tourism?

Tourism has been identified as an industry which offers **“some of the best opportunities for [New Zealand’s] future economic prosperity”**.¹ The sector is significant for New Zealand:

- being the country’s **largest export** earner;
- generating **\$4.39 billion** in GDP for the South Island alone; and
- offering approximately **66,000 filled jobs**² – in the South Island with many in regional areas, helping less populous communities to prosper – while also feeding into other sectors such as food and beverage, retail, transport, health and construction.

The sector is also projected to be one of the fastest-growing industries globally.

Importantly, tourism is a sector which is not standalone: it cuts across many different industries and its growth positively impacts on traditional tourism sectors such as accommodation and hospitality, to those sectors not traditionally perceived as being related to tourism including manufacturing, health and education.

Its economic benefits are widespread, impacting both metropolitan and regional areas through the supply of goods and services.

Why destination management?

Destination management is the coordinated management of all elements that make up a destination, these include

placing a priority on social license, sustainability and carbon impacts, the provision of visitor infrastructure, attracting and managing investment into attractions, amenities, access, marketing and pricing.

Quite simply, at its core, destination management is no more than people working together in a defined area to develop a plan, which **satisfies visitor desires** and **delivers sustainable benefits** for the **community**. It is as much about considering residents’ desires and the **destination’s long-term sustainability**, as it is about visitor demands.

Being ambitious for tourism in the South Island

This **Destination Management Plan (DMP)** was commissioned by the South Island Mayors after 3-4 years of consideration. The DMP has been developed to:

- recognise how domestic and international visitors flow through all our regions.
- identify the infrastructure and attractions we need to cater for current and projected visitor flows.
- establish agreed priorities for local and central government infrastructure investment.
- complement visitor *attraction* activity with co-ordinated destination *management*, to ensure sustainable South Island tourism outcomes.
- ensures that tourism, and the infrastructure provided for visitors and host communities, benefits our communities and maintains a ‘social licence to operate’.

- benefits both visitors and host communities i.e. the economic and social value of tourism to our communities, and maintain a ‘social licence to operate’ within our own communities; and
- leverage government investment in infrastructure through facilities including the Provincial Growth Fund and Tourism Infrastructure Fund, if required.

This is a strategy for the entire South Island – one which requires the tourism sector, government departments, agencies, Iwi and the wider community to work collaboratively, to get behind a clear ambition for the South Island’s visitor economy.

The need for greater sustainability

The South Island and the diverse experiences on offer are a key drawcard for visitors for New Zealand. With rising visitor interest in the South Island, there is a need to manage tourism growth in a sustainable manner to ensure our environment is being well protected and that our communities are satisfied this is occurring.

Because the visitor economy covers many sectors, everyone – residents and businesses – should be involved in destination management.

A sustainable visitor economy is one that takes full account of its current and future economic, social, cultural and environmental impacts, addressing the needs of visitors, the industry, the environment and the host community. It is multi-layered and multi-faceted.

¹ Shaping our slice of heaven 2017, Deloitte

² Filled jobs include all part-time and full-time employees plus working proprietors in businesses that have employees.

The visitor economy is a key driver of growth in the South Island³

Summary of visitor data

The visitor economy plays a vital role in New Zealand and in the South Island specifically. In 2018, the sector accounted for **one in eight filled jobs**⁴ in the South Island and generated **\$4.39b** in GDP (accounting for more than **30%** of New Zealand's total GDP).

Equally important are the less tangible benefits which tourism generates including making the South Island such an attractive place to live and work through the provision of infrastructure, events, experiences and attractions.

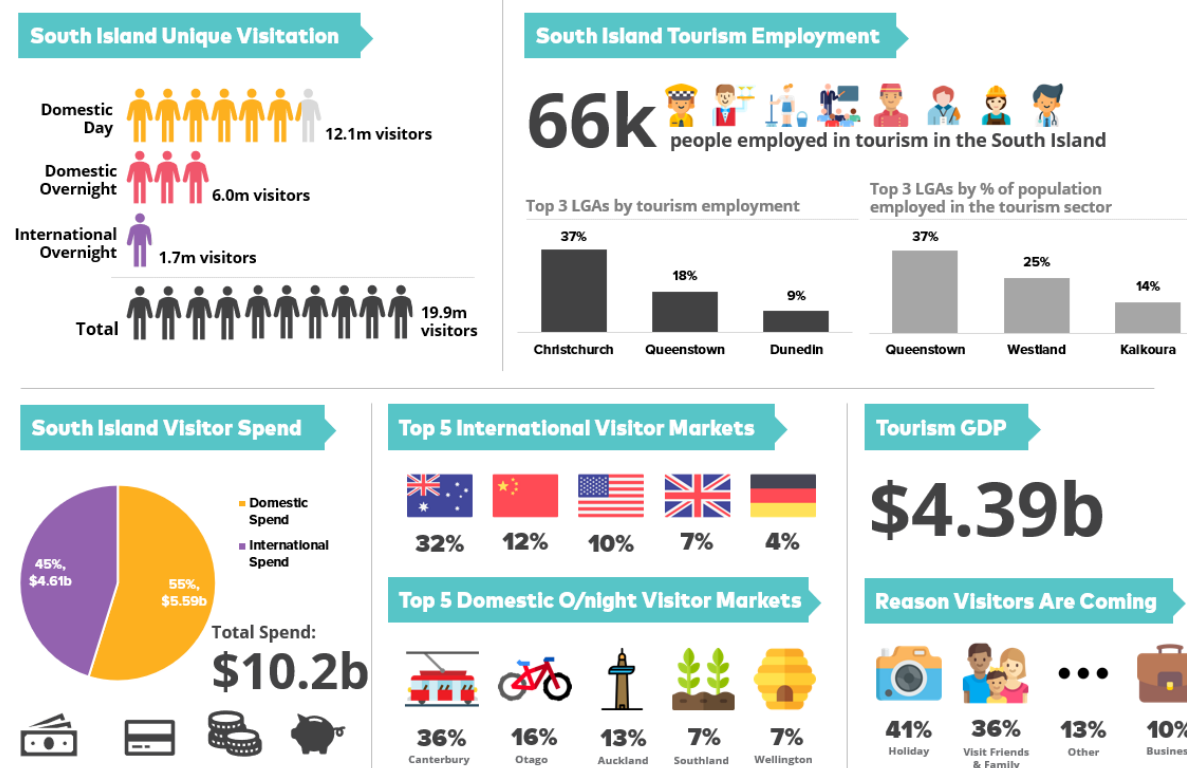
Visitation to the South Island is growing, spurred on, in part, by the success of the 100% Pure campaign and the global tourism boom⁵. In 2018, the South Island received **19.9m unique**⁶ visitors, 61% of whom were domestic day trippers⁷. Visitors to the South Island spent **\$10.2 billion** (comprising 35% of all visitor spend in New Zealand), and, over the last 10 years, spend by visitors has grown by **over 55%** (or an additional \$3.73b).

Although international overnight visitors made up only 9% of visitation in 2018, **they accounted for almost half of all visitor spend (45%)** in the South Island demonstrating the value of this market. International visitors typically spend more per trip than domestic visitors because they often travel to the South Island for longer trips.

The domestic market, however, is also important. It accounts for **89%** of all visitation and spending of **\$5.6b** (which equates to 32% of all domestic spend in New Zealand). The domestic market also has a greater propensity to visit in the shoulder and low seasons, as opposed to the international market which tends to be heavily focused on peak visitation periods.

The economic and social benefits of the visitor economy are gradually being shared across the South Island. Upgraded transport links, higher quality accommodation, stronger food and beverage offerings and new and exciting experiences support the need for visitors and locals to explore beyond traditional tourism routes.

Figure 1: South Island Visitation Summary (2018)



³ **South Island Unique Visitation:** FreshInfo, sourced and compiled via NZ IVS microdata and NZ AA Domestic Travel Survey; **South Island Tourism Employment:** TLA Infometrics Profile (for those TLAs without an Infometrics profile, averages were used based on the TLA's population and tourism employment intensities from similar destinations). Note this represents jobs filled, not FTE employment; **South Island Visitor Spend:** NZ MRTES; Top 5 International and Domestic Visitor Markets: FreshInfo, sourced and compiled via NZ IVS microdata and NZ AA Domestic Travel Survey; **Tourism GDP:** TLA Infometrics Profile (for those TLAs without an Infometrics profile, an average was determined from those destinations with Infometrics profiles and this was applied to each TLAs GDP data); **Reason Visitors are coming:** FreshInfo, sourced and compiled via NZ IVS microdata and NZ AA Domestic Travel Survey.

⁴ Filled jobs include all part-time and full-time employees plus working proprietors in businesses that have employees.

⁵ Tourism's boom is not universally welcome, The Economist, February 20 2019, <https://www.economist.com/graphic-detail/2019/02/20/tourisms-boom-is-not-universally-welcome>

⁶ If a visitor travels to the South Island and visits multiple different TLAs, they are classed as 1 unique visitor. If this visitor travels to the South Island twice over the period of a year, they are classed as two separate unique visitors.

⁷ A domestic day trip is defined by MBIE as a trip made within 1 day, outside the area in which the respondent usually lives or works day to day, involving travel of at least 40km one way from home, or travel by aeroplane or ferry service. By way of example, a resident from Christchurch who travels to Oamaru 5 hours and then returns home is considered a domestic day tripper to Oamaru.

Our vision

A scenic landscape featuring a dirt path that winds through a field of purple flowers. In the background, there is a large, rocky cliff face under a cloudy sky. Several people are riding bicycles along the path. A white dog is visible on the right side of the path.

“Our visitors (both Kiwis and overseas visitors) will be invigorated by the South Island experiences we offer, stimulating them to explore more widely and encouraging them to respect our environment, culture and communities.”

Strategic aims

To guide the sustainable development of the visitor economy in the South Island, a number of strategic aims have been identified and are outlined in Figure 2 (note these are not in any priority order).

Importantly, to achieve these strategic aims will require fundamental changes across the sector going forward. A “do nothing” scenario will not address the challenges being faced nor will it allow the South Island to capitalise and leverage off the many opportunities that exist. Sustainable and strategic change, therefore, needs to be embraced, including structural reforms.

Figure 2: DMP Strategic Aims



Key: Destination Management Components

Product Development

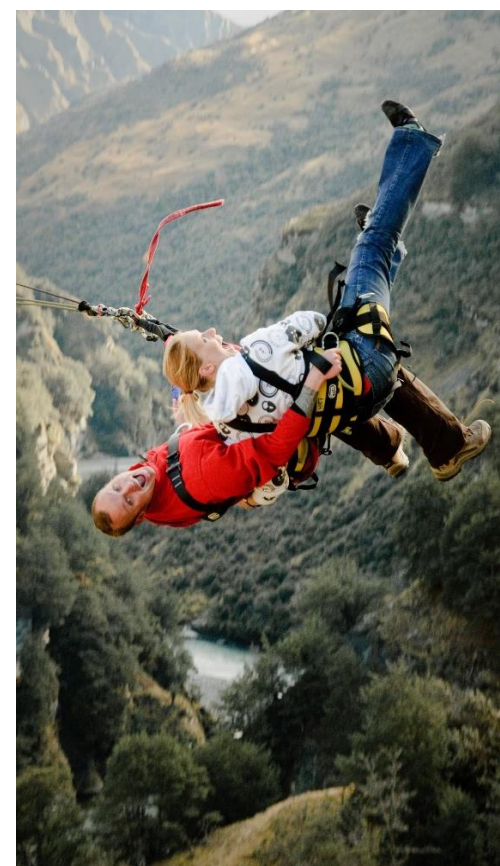
Governance

Marketing & Promotion

Sustainability - Community

Sustainability - Environment

Infrastructure

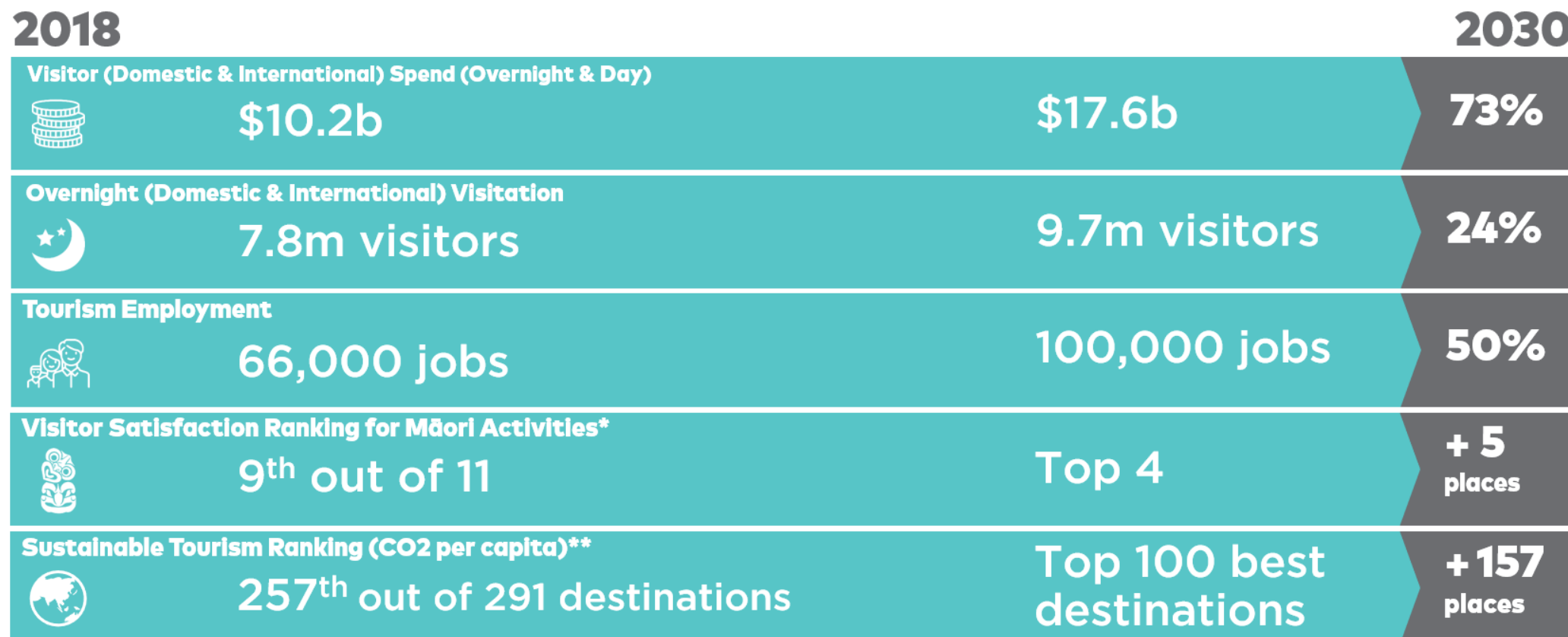


Our goals/targets for success

In addition to the strategic aims highlighted in the previous section, there are a number of goals or targets for success. These are outlined in Figure 3. These goals provide quantifiable metrics to measure the progress and success of the implementation of recommendations outlined in this DMP. They are focused on the following areas:

- **visitor spend** to measure the growth of yield (rather than volume);
- **overnight visitation**, again as a metric to measure yield (overnight visitors generally have a greater economic impact than day visitors)
- **tourism employment** to demonstrate social uplift to local communities (stronger local employment);
- **visitor satisfaction** ranking for Māori activities to measure (in part) what visitors are expecting to take away from a Māori experience; and
- New Zealand's **sustainable tourism ranking** to assess tourism's footprint on the environment.

Figure 3: Our Goals



*2017 data, based on MBIE's International Visitor Experience Report (<https://www.mbie.govt.nz/assets/fedce7750c/visitor-experience-report.pdf>). Note this data does not provide a separate for North and South Island experiences so this is a national score.

** Ranking based on Per Capita CO2 (kg) ranking from the Griffith Universities Global Sustainable Tourism Dashboard (<https://www.tourismdashboard.org/explore-the-data/carbon-emissions/>)

About the recommendations

The following outlines the process adopted to help improve sustainability including meeting the six Strategic Aims. These are needed to offer futureproofing and to help maintain and grow the South Islands competitive edge as a globally significant destination. Our sustainability and competitiveness as a visitor destination must be strengthened through greater investment in infrastructure and product, regulatory/policy reform, improved governance, greater efficiencies and better service standards.

191 recommendations have been identified. These have been categorised according to whether they are **Building Blocks** or actual **Development and Investment Projects**.

- **Building Blocks:** The Building Blocks, while not being “ribbon cutting” projects, are important because they will assist in (amongst others) upskilling industry, enhancing the structure of tourism, improving operators’ digital presence, policy creation/amendment and enabling stronger collaboration.
- **Development and Investment Projects:** these include tangible tourism development and investment projects for the South Island. They include infrastructure as well as product development (accommodation, attractions and experiences).

Because the list of recommendations is extensive, they have been prioritised into three tiers according to their potential impact and benefit, described in Figure 4.

The recommendations

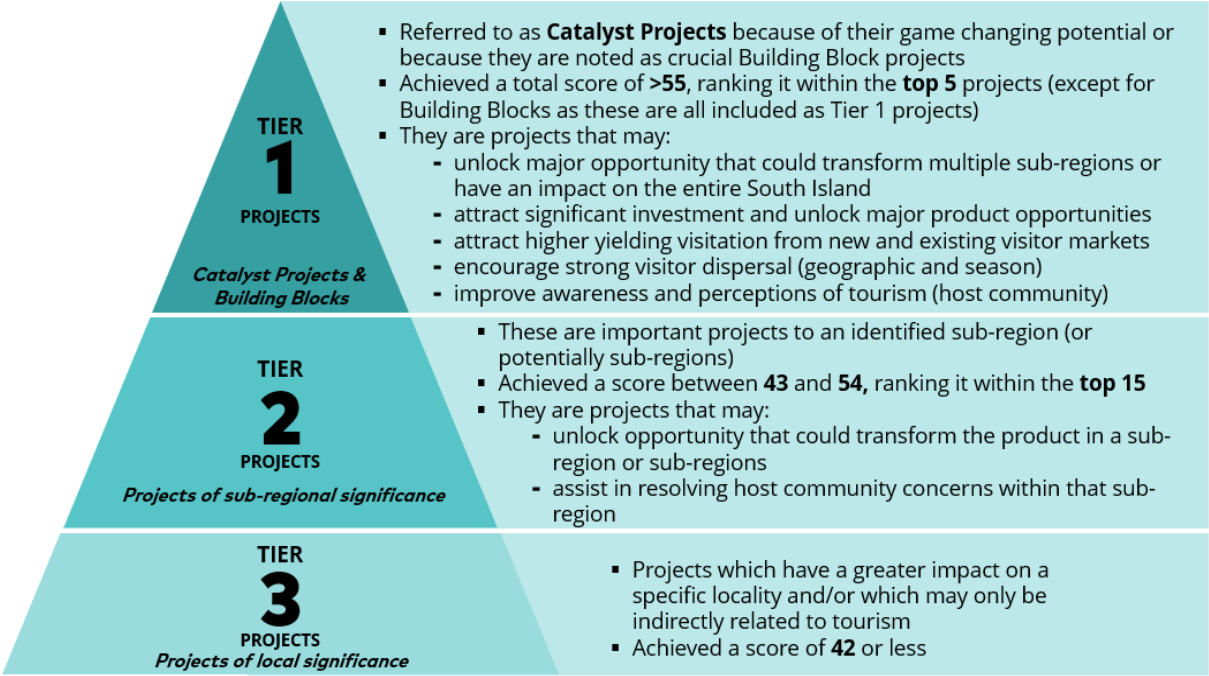
191 recommendations have been identified, **177** of these being Development and Investment Projects and the remaining **14** being Building Block recommendations. These recommendations are tourism-focused and cover infrastructure, accommodation and attractions/experiences.

Though they are separated across all of the 23 TLAs in the South Island, they need to be viewed in their collective ability to help support and growth the South Island as a composite visitor destination for locals, Canterbury Chief Executives Forum - 3 May 2021 - page 90 of 110

other domestic visitors, and the international visitor markets. As a necessity, many of the recommendations are aimed at addressing issues constraining the South Island’s tourism growth and/or social licence challenges.

The feasibility of the projects identified will need to be tested through more detailed analysis which was outside of the scope of this DMP.

Figure 4: Project tiers



Strategic Aim 1

Te Taiao - Ensure the environment is protected to continue to underpin the sector's prosperity

Our environment is our greatest tourism asset. As identified in the New Zealand-Aotearoa Government Tourism Strategy, tourism needs to *protect, restore* and *champion our natural environment*. We need to continue to manage and monitor tourism activity to ensure that our environment will be in great shape for future generations of locals and visitors. This means not only introducing much-needed infrastructure but to also assess the capacity and condition of our most iconic tourism destinations to ensure they are being well cared for.

Strategic Aim 2

Strategic Aim 2: Manaaki Manuhiri - Achieving stronger destination marketing through product differentiation

While destination marketing and branding is not a panacea, it is a key component of driving tourism growth and encouraging the types of visitors the South Island wishes to receive. Promoting and effectively marketing the South Island – and its various destinations – as a unique and “must visit” destination is essential in a fiercely competitive marketplace, where global travel continues to grow.

New Zealand has had a successful history of promoting the country to potential visitors, particularly through the 100% Pure campaign. However, the task has become more challenging due to the complexity of promotion channels and increasing competition. Although individual RTOs are currently marketing their destinations offshore, the marketing of “Brand New Zealand” to an overseas audience is the task of Tourism New Zealand. Only one entity can be the guardian and custodian of this brand.

The current structure and governance of tourism in the South Island (including the large number of RTOs) has created unproductive competition between destinations rather than leveraging off components of complementarity. There is confusion in the marketplace and duplication of efforts.

Achieving this Strategic Aim requires a change in the structure of tourism (i.e. moving to a more coordinated and collaborative structure, with fewer, sub-regional marketing boundaries).

It is important that we are clear what our unique selling proposition is and that we leverage off this effectively. The strength of the South Island is the **sum of its parts** and the diverse experiences which are on offer. To stand out, we need a tourism brand presence that leverages off the national tourism branding that is authentic and compelling.

Strategic Aim 3

Strategic Aim 3: Rangatiratanga - Encourage business leadership and good governance through stronger collaboration through destination management

To deliver a sustainable visitor destination going forward requires collaboration across all levels of government, Iwi, community and the tourism and business community. The tourism sector in New Zealand has traditionally been highly fragmented due, in part, to the fact that it is comprised primarily of micro to small enterprises.

To fulfil our growth potential and deliver authentic tourism experiences, we need a far more unified and collaborative industry, empowered by strong leadership. We must continue to build the capability of our businesses and the industry as a whole and have a clear policy direction.

Additionally, it is important that the sector improves its attractiveness to talent and that appropriate education,

skills and training opportunities are offered. A major challenge facing the industry now and into the future is the lack of sufficient skilled labour. It is often the interaction between overseas visitors and those employed in our tourism sector that ensures an outstanding holiday experience which differentiates us from our competitors. Achieving this is a complex process that involves the collaboration of a broad range of stakeholders and focused policy. Stronger collaboration between Government, educational bodies and the South Island's tourism industry is needed to achieve this.

Strategic Aim 4

Strategic Aim 4: Ngā Manuhiri O Te Ao, O Aotearoa Anō Hoki - Grow higher quality and commissionable experiences to support visitor dispersal

The expectations of visitors today are much higher than they were 10-20 years ago, partly due to more intense competition.

There is recognition amongst most stakeholders consulted that there need to be new things of scale and international appeal for visitors to do, to ensure both a better regional spread of tourism and to take the pressure off existing attractions and areas where environmental and social sensitivities exist.

There also needs to be a far stronger focus on introducing commissionable product to address seasonality which has not improved over the last 10 years. Outside of the major gateway locations, new and refreshed accommodation product is still often missing, making it far harder to actively encourage stronger visitor dispersal around the South Island. Coupled with the lack of commissionable attractions and experiences, many regions will not achieve the economic and social uplift desired from the visitor economy, yet the potential exists to deliver product which better matches market demand and delivers value-for-

money. Making the South Island a better visitor destination also delivers improvements for our residents.

Strategic Aim 5

Strategic Aim 5: Ngā Rohe - Improved infrastructure to support the visitor economy

Tourism infrastructure is a broad category which includes transport networks, event venues, parks facilities, dining and entertainment precincts, cultural and arts amenities, aviation, maritime facilities and roading infrastructure just to name a few. This infrastructure benefits more than visitors, providing local residents with improved amenity and greater economic and employment opportunities. Investing in tourism infrastructure is crucial for not only driving demand but also to improve the sustainability of destinations. The provision of publicly funded tourism infrastructure often is the catalyst to encourage additional investment by the private sector in complementary products and services.

Government has a critical leadership role to support and funds larger-scale infrastructure projects as well as those which deliver significant benefits to the local community.

Identifying which infrastructure projects should be prioritised is a difficult task which government's face. It is therefore important to:

- prioritise tourism infrastructure development that will maximise return on investment.
- address instances of market failure in the provision of tourism infrastructure.
- and prioritise investment in those destinations which offer the best chance of delivering additional economic uplift and which are catalysts for supporting PPPs and private sector investment.

Strategic Aim 6

Strategic Aim 6: Tātou o Aotearoa me ō tātou hapori - Strengthen the host community's social license for tourism

To continue to deliver a warm welcome to visitors, we require the support and buy-in of our communities. To achieve this, we need to share messages across our communities about the sustainable growth potential of the sector and what benefits this may deliver to them. Tourism is one of the few industries that can provide employment and economic benefit in nearly every part of the South Island. Although certain parts benefit more than others from tourism, every area is a beneficiary and every area has the potential to grow its share and the benefits delivered from tourism.

While the majority of employment is driven by accommodation, food and beverage outlets, other hospitality providers and visitor attractions, the employment profile of the sector is diverse with transport providers, events, tour operators, galleries and museums, adventure and marine tourism creating and sustaining employment for people with different skills and capabilities. Tourism can also often provide flexible employment opportunities, that have the capacity to facilitate greater labour market participation.

The shared understanding of the importance of the sector will improve decision making around topics such as policy making, public infrastructure, management of destinations and accessibility. Appreciation of the role which the sector plays at the local economy level also helps communities take a more ambassadorial role in delivering manaakitanga and a warm welcome to visitors.



The indicative investment required

Projects identified have also been categorised as:

- **Private/commercial projects:** commercial tourism projects for the private sector to invest in because the level of ROI is expected to be sufficiently attractive to stimulate private sector interest.
- **Public projects:** projects which will need to be funded by the public sector as a commercial return is not possible but where important public good outcomes can be derived; and
- **Public-private partnership projects (PPP):** projects more likely to be activated through a PPP as public funding is required to encourage and leverage private sector investment and where part of the project may be commercially viable while other elements may offer important public good outcomes.

Table 1 provides a summary of initial and top-line investment estimates. Together, they demonstrate:

- The total CAPEX requirement to implement the projects identified is \$3.65b. Of this, PPP driven initiatives total an estimated \$1.78b, publicly driven projects total \$1.44b and private investment projects total \$429m.
- Although the majority of the 191 projects are public sector driven projects (75%), almost 40% of the investment required is anticipated to come from private sector funding sources (including private only projects and the private sector component of PPP projects).
- Importantly, many projects are there to benefit local communities and other sectors even more than tourism, such as roading infrastructure, airports, events and stadiums, site planning etc.

Table 1: Investment & development projects – indicative CAPEX breakdown

Project Category	Estimated CAPEX Total	Private/ Commercial Only	Public Only	Public-Private Partnerships		
				PPP Total	PPP - Private Component	PPP - Public Component
Airports	\$519m (14%)	-	\$17m (1.2%)	\$502m (28%)	\$350m (37%)	\$152m (18%)
Building Blocks	\$15m (0.4%)	-	\$15m (1%)	-	-	-
Cruise Facilities & Marinas	\$123m (3%)	\$12m (2.7%)	\$72m (5%)	\$39m (2%)	\$9m (0.9%)	\$30m (4%)
Cycling and Walking	\$31m (0.8%)	-	\$30m (2%)	\$1.1m (0.1%)	\$105k (0.01%)	\$945k (0.1%)
Events and Stadium Facilities	\$533m (15%)	-	\$533m (37%)	-	-	-
Freedom Camping	\$15m (0.4%)	-	\$15m (1%)	-	-	-
Parking	\$6m (0.2%)	-	\$6m (0.4%)	-	-	-
Public Transport (Ferry Services)	\$1.4m (0%)	-	\$1.4m (0.1%)	-	-	-
Roads	\$537m (15%)	-	\$537m (37%)	-	-	-
Signage	\$530k (0%)	-	\$530k (0.04%)	-	-	-
Site Planning	\$1.06b (29%)	\$12m (3%)	\$8m (0.6%)	\$1.04b (59%)	\$484m (51%)	\$558m (67%)
Toilets, Sewerage, Waste	\$109m (3%)	-	\$109m (8%)	-	-	-
Tourism Attraction	\$401m (11%)	\$128m (30%)	\$101m (7%)	\$171m (10%)	\$84m (8.8%)	\$87m (11%)
Visitor Accommodation	\$302m (8%)	\$277m (65%)	-	\$25m (1.4%)	\$23m (2.4%)	\$3m (0.3%)
Total	\$3.65b (100%)	\$428.6m (100%)	\$1.44b (100%)	\$1.78b (100%)	\$950.2m (100%)	\$830.4m (100%)
% of total CAPEX		12%	40%	49%	26%	23%

A primary outcome of this DMP was to ensure that the projects and recommendations identified did not rely primarily on public sector funding sources.

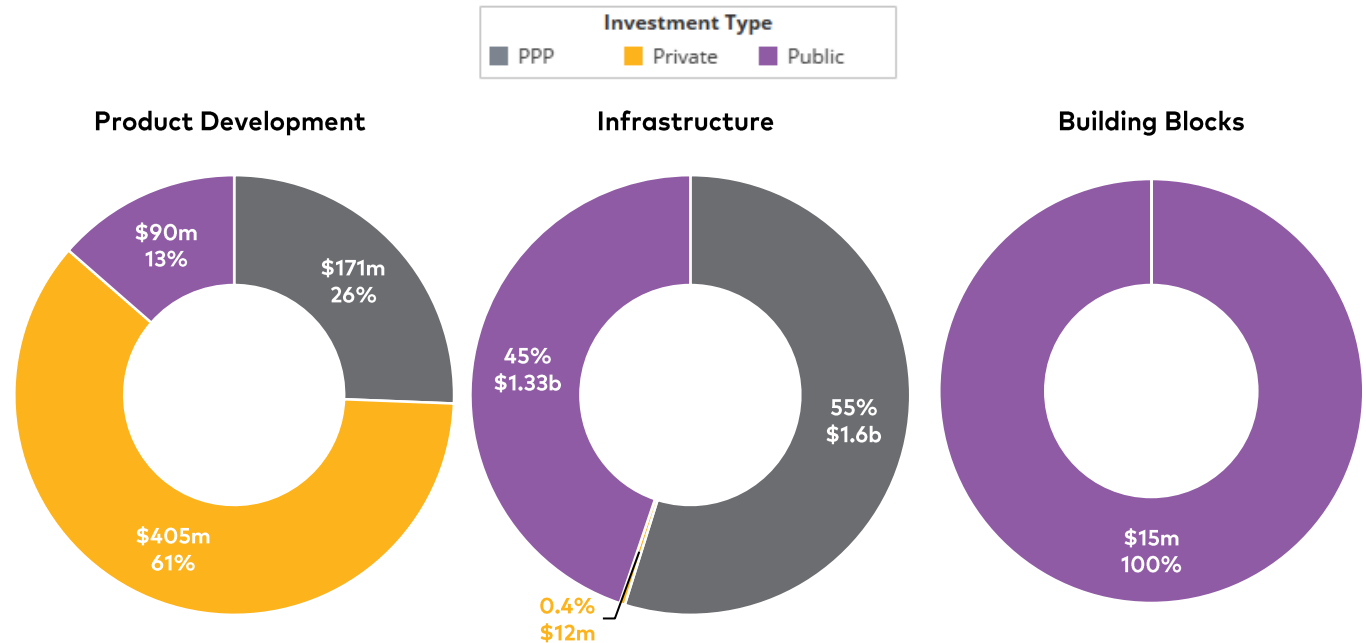
Although Table 1 above demonstrates that 63% of the CAPEX required is from public sources (either through public only or the public component of the PPP investment), \$2.76b (75% of total estimated CAPEX, is for projects which are primarily needed by other sectors of the economy, not just for tourism).

It is, therefore, important that the CAPEX required is broken down based on whether the project is primarily infrastructure-related, or product development-related.

Product development projects primarily comprise tourism attractions, experiences and visitor accommodation. Error! Reference source not found. Figure 5 provides this breakdown and demonstrates the following.

- More than half of the funding required for infrastructure projects is anticipated to be from PPP sources (55% or \$1.6b), followed by public sector sources (45% or \$1.3b) and a small amount from private sector sources (0.4% or \$12m).
- For product development projects, however, more than 60% of funding is solely from private sector sources (equating to \$405m), followed by PPP sources (26% or \$171m) and public funding sources (13% or \$90m).
- Due to the nature of Building Block projects, all funding requires is anticipated to come from public sector sources.

Figure 5: Investment type by project category



Measuring our success

With all effort and resources dedicated to achieving our ambition of growing the sustainability of the visitor economy, it is important to know that we are on the right track, and where improvements can be made. Although

success within the tourism sector has traditionally been measured in terms of the volume – or number – of visitors, the consultation undertaken for this DMP has revealed that South islanders (both industry and the community)

have a much broader consideration of what success looks like. The measures of success outlined in Table 2 have been carefully selected because they reflect the changes we are trying to introduce for the sector.

Table 2: Metrics to measure success

Metric	About	How will we measure this?	Base figure
Community acceptance of tourism	The willingness of the community to continue to provide a social licence for tourism	Annual perceptions survey of a sample of the local community throughout the South Island.	n/a
Overnight visitor numbers	Overnight visitors are higher yielding than day trippers because they tend to spend more on food and beverage, transport and experiences as well as on accommodation.	Updated dataset developed as part of this DMP	7.8 million overnight visitors to the South Island
Average yield per visitor	Average spend per visitor to the South Island from the domestic and international visitor markets.	Updated dataset developed as part of this DMP and MBIE MRTE figures for the South Island.	International spend: \$2,650 per trip and Domestic spend: \$310 per trip
Brand perceptions	The effectiveness of brand development work undertaken in market	Brand perceptions survey of both domestic and international visitors (from selected markets)	n/a
Visitor satisfaction	The quality of the visitor experience through primary research within the destination	Visitor satisfaction survey focused specifically on the South Island of both domestic and international visitors (from selected markets)	n/a
Tourism and hospitality employment growth	Increased employment opportunities offered in the tourism and hospitality sectors – both full-time and part-time.	Apply profiles which leverage off tourism GDP estimates	66,000 positions throughout the South Island
Tourism GDP growth	Reflects output in the sector and contribution to the overall economy	Apply profiles which provide GDP estimates	\$4.39 billion in tourism GDP for the South Island
Digital ready operators	Measures the digital capabilities of tourism operators through comparing those who are listed on the NZ Tourism Industry Operator database and other major tourism sources against those who are listed in traditional sources only (such as brochures and in i-SITE databases).	Audit of digitally listed operators including on the NZ Tourism Industry Operator Database.	n/a
Tourism sector new investment	Assesses the level of new investment in the tourism sector	Statistics on the number of new businesses registered and tourism and hospitality utilising Census data.	n/a
Increased Māori participation in tourism at all levels	The level of interest which local Iwi have in supporting and investing in the tourism sector including development of economic, social, environmental and cultural uplift for their local communities	Updated dataset to illustrate the level of Iwi involvement in the tourism sector directly and indirectly including investment, employment etc.	Iwi owned or managed tourism businesses
Sustainability Index	Measures New Zealand's progress towards sustainable tourism development against other countries. As a long-haul destination from most generating markets, New Zealand rates quite low.	Sustainable Tourism Ranking which measures CO2 per capita	257 th out of 291 destinations

Phase II – Next Steps

This DMP for the entire South Island has taken 18 months to complete. Importantly, the next phase of work is the implementation of the DMP through a collaborative process with each South Island TLA, over the next 12-month period. This is going to require:

- formally seeking funding support from central government to assist with the implementation of the DMP
- ongoing liaison with each TLA to ensure that specific requirements are developed for destination management activations.
- Active engagement with all EDAs and RTOs across the South Island.
- involvement of MBIE, DOC and TNZ to ensure appropriate support is available to each TLA to deliver the DMP.
- ensuring adequate resources are available not only from local councils but also industry and central government to deliver the upgrades and changes recommended on a shared basis.
- Identifying the potential staging of projects where required and appropriate and to assist with feasibility and other studies required for project development and delivery; and
- developing potential governance and structural changes over the next 12 months, which are strongly supported by Central Government, to maximise the destination management approach desired.





Canterbury Chief Executives Forum Item 12

Date: 3 May 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 continue to maintain the website in its current state.

Recommendations

That the Canterbury Chief Executives Forum:

1. **acknowledge that the Canterbury Story website has not achieved the desired level of engagement with councils or potential website users**
2. **agree that the website be maintained in its current state for the foreseeable future.**

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.
3. 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.
4. 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.
5. As the other councils have not provided content to the website, it has not worked as intended. The website was designed to be content-led, and it was to be linked to and driven by all council websites.

Reviewing the Canterbury Story

6. 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.

7. 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.
8. 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.

Council feedback

9. Only three councils (Waimakariri, Ashburton and Environment Canterbury) provided feedback on the website.
10. Opinions from councils included:
 - a. councils generally don't have sufficient resource to maintain it
 - b. the councils that responded had their own channels for business and talent attraction and didn't express interest in collaborating on this
 - c. the current site is dry and doesn't engage users
 - d. it's unclear who the audience is supposed to be
 - e. it's not clear that Canterbury needs the site or that it provides value
 - f. it was suggested that the audience could be Wellington, and the site could be used to position a strong Canterbury for collaborative funding bids
 - g. it was also suggested that the site could be used to market Canterbury produce to the world
 - h. willingness / ability of councils to allocate resource to discovery on the potential of the site is mixed.
11. Additionally, ChristchurchNZ has noted the difficulty in attracting audiences, particularly without a clear view of who the audience is.

Options

12. There are three options for the future of the Canterbury Story:
 1. maintain the site in its current form, with ChristchurchNZ occasionally adding content, and accept that use will remain low
 2. transfer content to another repository and close the site
 3. repurpose the site for a completely different intent and audience

13. The cost of maintaining the site in its current form is about \$7k/year, plus resource from ChristchurchNZ. ChristchurchNZ agreed at the conclusion of the project to cover these costs indefinitely and are happy to continue doing so.
14. Transferring content to another repository could be done at no cost by ChristchurchNZ, however there is no obvious repository to transfer the content to.
15. 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.
16. 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.

Next steps

17. Subject to the view of the Forum, the website will continue in its current form.

Canterbury Chief Executives Forum Item 14

Date: 3 May 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 January 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.

Government reforms

4. There is no current workstream on the three-year work-programme related to resource management reform or future of local government review (see agenda papers 6, 7 and 8).

Financial implications

5. 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 3 May 2021

Three-year work programme 2020–22

as at 8 March 2021

ITEM #	WHAT	TASK	PLAN FOR CANTERBURY PRIORITY	SPONSOR	LEAD	ACTION	DUE	STATUS	UPDATE
2	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
		Renew community acceptance and commitment to the Canterbury Water Management Strategy				Progress report on joint actions undertaken to deliver the CWMS across Canterbury	30/06/2021	On track	
						CWMS Regional Committee reports on progress towards the 2025 and 2030 goals	1/12/2021	On track	Work in progress with CWMS team
							30/06/2022	On track	Work in progress with CWMS team
3	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 finalised June/July 2021
		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 expect to be in a position to begin negotiations and plan the implementation of the agreed methodology for reporting on carbon emissions by February 2021. See agenda item 13
		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	On track	Letter has been drafted from CMF to Environment Canterbury asking that climate change mitigation and adaptation be factored into the new Canterbury Regional Policy Statement. See agenda item 8
4	CREDS 2016–2019 continuing work programmes	Mobile and broadband coverage mapping and analysis	Shared economic prosperity	Mayoral Forum	Secretariat		1/03/2020	Complete	Final report delivered and recommendations on advocacy to be made to May Mayoral Forum
		Canterbury Story						Complete	Canterbury Story was launched in March and is now active, with over 1300 assets available on the website. To date has minimal traffic to the site. See agenda item 12
		Food, Fibre and Innovation				High value manufacturing Value added production		On track	UC nearing completion of industry roadmaps, FFA Challenge has attracted high quality entrants, 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.
5	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. This will be discussed further at the Mayoral Forum in May.
6	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		Forum meets at least twice each year	30/06/2021	On track	

7	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
8	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 Meeting with Minister Wood 27 May 2021
10	A consistent Canterbury story	Develop an agreed collective positioning story and investment proposition that we consistently communicate in and for Christchurch and Canterbury		CEs Forum	Jim Palmer	Objective is in mind in relation to the Plan for Canterbury, regional COVID recovery co-ordination and Greater Christchurch 2050		Update needed	Continuing to work with Christchurch NZ to progress this.
11	Three Waters	Build a collaborative response to central government's Three Waters review, including: - build consensus on strategic intent – where we want to get to, in relation to national direction and developments - identify key risks, challenges and barriers - recommend priority actions for CEF consideration	Three Waters services	CEs Forum	Three Waters Project Manager / Secretariat		31/12/2020	Complete	Steering Group and Advisory Group established. Consultant appointed. This workstream is now complete.
		Review Three Waters service delivery arrangements across Canterbury					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	Discussed Mayoral Forum 19 February 2021 Agenda Item 4
12	Collaboration on 2021 LTPs	Facilitate collaboration on 2021–31 Long-Term Plans – financial and infrastructure strategies, and strategic direction and community outcomes (the four wellbeings)		Policy Forum	David Ward / CCF		31/03/2020	Complete	LTP collaboration has concluded and the group was very successful
16	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	On track	Letter drafted to be sent from CMF to Environment Canterbury to factor climate change mitigation and adaptation into the new Canterbury Regional Policy Statement. See agenda item 9
17	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

18	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, 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 cycles					30/11/2020	Update needed	
19	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	
22	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	COF agreed 16 March 2020 to share advice and lessons learned in implementing drinking water safety plans, and draw on the Drinking Water Reference Group for technical input

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 15

Date: 3 May 2021

Presented by: Secretariat

Regional forums budget 2020/2021

Purpose

1. This paper provides an update on the regional forums budget for 2020/21 at 31 March 2021.

Recommendations

That the Canterbury Chief Executives Forum:

1. receive the quarterly update on the regional forums budget for 2020/2021.

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 Budget

4. The income and expenditure report at 31 March 2021 is attached (Attachment 1).
5. The agreement to levy councils separately for the Three Waters review results in a potential budget surplus of \$50,000.
6. Items that were not previously identified for the budget include the facilitation of the Future for Local Government workshops (\$2,820) and logistics support for Rūnanga chairs to attend the upcoming Future for Local Government Workshop to be held on 28 May (estimated \$2,000).
7. The Three Waters service delivery review budget is itemised in Agenda paper 4.

Gift Policy

8. The Regional Forums Secretariat has developed a Canterbury Mayoral Forum Gift Policy. The policy has been signed off by the Chairs of the Mayoral Forum and the Chief Executives Forum.
9. The Canterbury Mayoral Forum Gift Policy provides for approved gifts to be accounted for against the contribution that councils make for CMF business.
10. The need for this has come about as the Forum's approach to gifts is different to Environment Canterbury's, where gifts are brought from contributions from those giving the gift, not the Environment Canterbury budget.
11. A copy of the Canterbury Mayoral Forum Gift Policy is attached (Attachment 2).

Attachments

- Regional forums income and expenditure report 2020/2021 as at 31 March 2021
- Canterbury Mayoral Forum Gift Policy

Attachment 1 – Regional forums income and expenditure report 2020/21 – as at 31 March 2021

REGIONAL FORUMS BUDGET 2020/21 as at 31 March 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	\$ -
Training Events		
Policy Forum regional workshops x 2	\$ 1,000.00	\$ 284.00
	\$ 1,000.00	\$ 284.00
Collaborative projects		
Three Waters	\$ 50,000.00	-
Analysis of 3rd-party expenditure	\$ 34,000.00	\$ 33,900.00
CRIMS 6-month work programme	\$ 28,700.00	\$ 17,748.00
	\$ 112,700.00	\$ 51,648.00
Secretariat / Administration		
Travel (secretariat support WLG visit)	\$ 400.00	-
Gifts - D Bromell, J Palmer, A Oosthuizen		\$ 803.00
	\$ 400.00	\$ 803.00
TOTAL EXPENDITURE	\$ 118,670.00	\$ 55,566.00
SURPLUS/DEFICIT	-\$ 55,670.00	\$ 7,434.00
SURPLUS/DEFICIT CFWD (Actual)	\$ 52,117.46	\$ 52,117.46
FUNDS IN HAND	-\$ 3,552.54	\$ 59,551.46

GIFT POLICY

Policy Statement

The Canterbury Mayoral Forum values the contribution members make to regional forums and wishes to celebrate outstanding service and effort through recognition by the Forum.

Purpose

To provide clear policy and guidelines on the giving of gifts in recognition of outstanding services and effort by regional forum members.

Application

This policy applies to the members of the Canterbury Mayoral Forum and Chief Executives Forum.

Definitions

Gift A token of recognition (an item or service) to acknowledge service, retirement, and/or significant event

Responsibilities

Chair Approve the amount of the gift

Secretariat Understand and abide by the policy

Policy

Gifts

The Canterbury Mayoral Forum may from time to time wish to provide a gift to one of its regional forum members.

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 • Selwyn District Council • Timaru District Council
Waimakariri District Council • Waimate District Council • Waitaki District Council*

The reason for the gift may be to acknowledge service and/or retirement. All gifts must be approved by either the Chair of the Mayoral Forum or Chair of the Chief Executives Forum.

The amount spent on the gift will be commensurate with the contribution of the individual receiving the gift. Guidelines are below:

- long service or retirement: up to \$400
- significant event: up to \$100

Once the amount of the gift is approved by the Chair, the gift will be paid for from the Regional Forums budget.

Review

This policy will be reviewed by the Mayoral Forum at the outset of each three-year term.

Approved

	
Sam Borughton, Chair Canterbury Mayoral Forum DATE: 10 February 2021	Hamish Riach, Chair Canterbury Chief Executives Forum DATE 10 February 2021

Agenda

Canterbury Mayoral Forum

Date: Friday 28 May 2021

Time: 8:30am to 9:30am

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

In attendance:

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

Apologies:

Time	Item	Page	Person
8:30	1. Mihi, welcome, introductions and apologies	—	Chair
	2. Confirmation of agenda		Chair
	3. Minutes from the previous meeting		Chair
	3.1. Confirmation of minutes of meeting held on 19 February 2021		
	3.2. Action points		
	FOR DISCUSSION AND DECISION		
8:35	4. Essential Freshwater Steering Group update		Neil Brown
8:50	5. Three Waters service delivery review update		Chair
9:00	6. CREDS update and mobile blackspot advocacy		
	FOR INFORMATION: to be taken as read		
9:10	7. Climate change update		Dan Gordon
	8. Biodiversity update		Jenny Hughey
	9. CWMS - update		Jenny Hughey
	10. Chief Executives Forum report		Hamish Riach
9:25	11. General business		
9:30	<i>Meeting close</i>		

Canterbury Mayoral Forum – Future for Local Government Workshop

9.30	Future for Local Government Workshop	All & Guests
12.30	Close & Lunch	All & Guests