

# Canterbury Mayoral Forum

## Agenda Pack

19 February 2021

Timaru District Council

### Canterbury Mayoral Forum mihi

Ko Ngā Tiritiri o te Moana ngā maunga  
Ko ngā wai huka ngā awa i rere tonu mai  
Ko Ngā Pākihi Whakatekateka o Waitaha te whenua  
Ko Marokura, ko Mahaanui, ko Araiteuru ngā tai  
Tihei mauri ora!

The Southern Alps stand above  
The snow-fed rivers continually flow forth  
The plains of Waitaha extend out  
To the tides of Marokura, Mahaanui and Araiteuru  
Behold, there is life!

# Agenda

## Canterbury Mayoral Forum

**Date:** Friday 19 February 2021

**Time:** 9:00 am to 12:00 pm

**Venue:** Timaru District Council, 2 King George Place, Timaru

**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:**

Jim Palmer (Waimakariri, CEs Forum Chair); 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); Ben Clark (Regional Public Service Lead, Item 9); Dr Te Maire Tau (Ngāi Tahu, Items 10, 11 and 12).

**Apologies:**

Time	Item	Page	Person
9.00	1. <b>Mihi, welcome, introductions and apologies</b>	1	Chair
	2. <b>Confirmation of agenda</b>	2	Chair
	3. <b>Minutes from the previous meeting</b>	3	Chair
	3.1. Confirmation of minutes of meeting held 27 November 2020		
	3.2. Action points		
	<b>FOR DISCUSSION AND DECISION</b>		
9:05	4. <b>Future of Local Government</b>	17	Chair
9:30	5. <b>Resource Management Reform (Randerson Report) update</b>	23	Chair
9.40	6. <b>Water Services Bill Canterbury Mayoral Forum Submission</b>	29	Hamish Riach
9.50	7. <b>Engagement with Ministers</b>	33	Chair
10.05	8. <b>South Island Destination Management Plan – next steps</b>	46	Chair
10.10	9. <b>Emerging Regional Public Sector Priorities</b>	69	Jim Palmer/Ben Clark, Regional Public Service Lead, RC Corrections
10:30	<i>Morning tea break</i>		
10.45	10. <b>Three Waters Service Delivery Review - update</b>	76	Chair
10.55	11. <b>Ngāi Tahu Statement of Claim</b>	–	Dr Te Maire Tau
11.15	12. <b>Essential Freshwater Economic Impact Report</b>	–	Neil Brown
11.25	13. <b>Climate Change update</b>	80	Dan Gordon
	<b>FOR INFORMATION: to be taken as read</b>		
11.30	14. <b>Canterbury COVID-19 Oversight Group</b>	–	Jim Palmer
11.35	15. <b>Canterbury Water Management Strategy update</b>	84	Jenny Hughey
11.40	16. <b>Update on Canterbury Biodiversity Champions</b>	92	Jenny Hughey
11:45	17. <b>Chief Executives Forum report</b>	94	Hamish Riach
11.50	18. <b>General business</b>	–	
12:00	<i>Meeting close followed by lunch</i>		
12.30	<i>Travel to Prime Port, Timaru</i>		

# Canterbury Mayoral Forum

Draft

Minutes

<b>Date:</b>	27 November 2020, 9.00am – 12.30pm
<b>Venue:</b>	The George Hotel, 50 Park Terrace, Christchurch
<b>Attendance:</b>	<p><b>Mayors/Chair:</b> Sam Broughton (Selwyn, Chair), Neil Brown (Ashburton), Lianne Dalziel (Christchurch), Marie Black (Hurunui), Craig Mackle (Kaikōura), Craig Rowley (Waimate), Graham Smith (Mackenzie), Nigel Bowen (Timaru), Dan Gordon (Waimakariri), Gary Kircher (Waitaki), Peter Scott for Jenny Hughey (Environment Canterbury)</p> <p><b>Chief Executives:</b> Jim Palmer (Waimakariri, CEs Forum Chair), Hamish Riach (Ashburton), Dawn Baxendale (Christchurch), Hamish Dobbie (Hurunui), Angela Oosthuizen (Kaikōura), Suzette van Aswegen (Mackenzie), David Ward (Selwyn), Bede Carran (Timaru), Fergus Power (Waitaki), Stuart Duncan (Waimate), Nadeine Dommissie for Stefanie Rixecker (Environment Canterbury).</p> <p><b>In attendance:</b> Maree McNeilly, Amanda Wall, Rosa Wakefield (Secretariat), Sean Tully (Selwyn – Advisor to the Chair)</p>
<b>Apologies:</b>	Jenny Hughey (Environment Canterbury), Stefanie Rixecker (Environment Canterbury), Arihia Bennett (CE, Te Rūnanga o Ngāi Tahu).

AGENDA ITEM	KEY POINTS DISCUSSED / RESOLVED	ACTION POINTS (Who will action, when?)
1	<p><b>Welcome, introductions and apologies</b></p> <p>All were welcomed to the meeting and apologies were noted.</p> <p>Chair Sam Broughton welcomed Councillor Peter Scott, who is here in place of Jenny Hughey, and Nadeine Dommissie, standing in for Stefanie Rixecker.</p> <p>Chair Sam Broughton congratulated Hamish Riach on being elected Chair of the Chief Executives Forum at their meeting on 2 November.</p> <p>Chair Sam Broughton welcomed Amanda Wall, new Senior Advisor in the Secretariat.</p>	
2	<p><b>Confirmation of agenda</b></p> <p>The agenda was confirmed. One item of general business was added:</p> <ul style="list-style-type: none"> <li>Discuss what statement the Forum might be able to make to acknowledge Ngāi Tahu's claim against the Crown for rangatiratanga over freshwater.</li> </ul>	

AGENDA ITEM	KEY POINTS DISCUSSED / RESOLVED	ACTION POINTS (Who will action, when?)
3	<p><b>Confirmation of minutes of meeting held on 4 September 2020</b></p> <p>The minutes were confirmed as an accurate record of the meeting. All actions from the September meeting are complete or on this agenda.</p> <p>Loren Heaphy from ChristchurchNZ was invited to this meeting to speak on how Canterbury RTOs have been working together on post-COVID tourism, but this has been postponed to the February meeting.</p> <p>Work is underway to organise a meeting with rūnanga chairs. Suggested date for meeting is 5 February at Selwyn District Council. This will be an opportunity for Mayors to share values and priorities for Canterbury, hear from papatipu rūnanga chairs on their priorities, then discuss how the group could work together to further their collective priorities.</p>	
4	<p><b>Three Waters</b></p> <p>Te Maire Tau and Rob Kerr joined the meeting for this item.</p> <p>Sam Broughton and Hamish Dobbie spoke to the paper.</p> <p>This piece of work will inform evaluations of what will work for Canterbury, establish what will be best for our people.</p> <p>A very robust tender process has been followed. The evaluation panel has made a recommendation. Work has been done to ensure this work builds on, rather than duplicates, the data gathering being done by DIA.</p> <p>Rob Kerr spoke to the Tender Evaluation Report, which was circulated to members as a supplementary paper on Tuesday 24 November.</p> <p>The first stage of work is high level and management level data gathering, looking at commonality and issues across councils. The second stage looks at options around structure, transitions, funding and financials etc.</p> <p>Great response from the market, 8 strong tenders. The evaluation panel recommend PwC, supported by Aurecon. A reference for PwC was sought from DIA; this was positive and confirmed they will be able to provide independent advice. The proposal is also within budget and made real reference to the Ngai Tahu Settlement Act 1998.</p> <p>There is still work to be done to confirm the timeline for the work to be completed. DIA's request for information (RfI) is due out in March so final delivery should be mid-March. It was noted that there will be monthly reports on progress, so information will be coming in throughout the project.</p>	

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	<p>DIA have no reservations with us doing this work. Timing is key, particularly if opt-in becomes opt-out.</p> <p>The Forum acknowledged the work which has gone into getting to this point.</p> <p><b>The Forum agreed to:</b></p> <ol style="list-style-type: none"> <li>1. note that eight tenders have been received from consultants to undertake the Three Waters service delivery review on behalf of the Canterbury Mayoral Forum prior to the closing date of 2 November 2020</li> <li>2. note that the Tender Evaluation Panel are finalising their recommendations and will provide a Tender Evaluation Report for consideration at the Mayoral Forum by 27 November 2020</li> <li>3. subject to Mayoral Forum approval of the preferred tenderer, delegate authority to the Chairs of the Three Waters Steering and Advisory Groups to confirm the final terms of the commission prior to Environment Canterbury entering into contract with the successful consultant</li> <li>4. note that consideration is being given on how to integrate this work with the DIA request for information to avoid duplication but without delaying progress on the review.</li> </ol> <p><b>The Forum also agreed to:</b></p> <ol style="list-style-type: none"> <li>1. receive this report, being a record of the Evaluation of Tenders received to undertake the Three Waters service delivery review for the Canterbury Mayoral Forum in partnership with Ngāi Tahu</li> <li>2. approve the PricewaterhouseCoopers (PwC) tender to undertake the Three Waters service delivery review on behalf of the Canterbury Mayoral Forum and Ngāi Tahu for a tendered price of \$460,000 plus GST</li> <li>3. note that the tender price includes a provisional sum of \$100,000 for undertaking a detailed stocktake, which may be superseded by the work managed by the Department of Internal Affairs (DIA) and \$60,000 for additional and ongoing advice to the Canterbury Mayoral Forum and Ngāi Tahu</li> <li>4. note that the tendered price is within the budget allowance for this work out of the total budget of \$600,000 for the project.</li> </ol>	<p><b>Rob Kerr:</b> Confirm PWC delivery timing can be altered to align with expected DIA RfI output in March.</p>

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5	<p><b>Regional response to the Essential Freshwater package</b></p> <p>Peter Scott spoke to the paper.</p> <p>This paper was developed following discussion at the November Chief Executives Forum on the potential repercussions of the Government's Freshwater NPS and the importance for Canterbury to retain its strong unified voice, consistent with the Canterbury Water Management Strategy.</p> <p>Peter acknowledged Nadeine's great work in the Canterbury region; she is moving to Wellington to take a role with MfE.</p> <p>Key discussion points were:</p> <ul style="list-style-type: none"> <li>• CWMS has been building a strong foundation for water issues for over 10 years</li> <li>• This issue will challenge Canterbury; it has the potential to polarise communities, who often look to their Mayors to represent them on this type of issue</li> <li>• It's important for the Forum to continue to work together and with our papatipu rūnanga partners on concerns about the fundamentals of the NPS, try to stay on same page, speak with one voice, and collaboratively work out how to address issues, whether with Government or in messaging back to communities</li> <li>• Although the current focus is on rural impacts, the reforms also have urban impacts</li> <li>• Ashburton has had an economics effect paper done, this has just been finished and will be presented to council next week</li> <li>• Waimakariri, Selwyn and Mackenzie have all done reports on water issues over the past few years</li> <li>• Concern around timeframes for implementation; these were well consulted with communities and are potentially the most challenging aspect. Dan Gordon made a personal submission to PC7 on this</li> <li>• Environment Canterbury is trying to get agreement with West Coast, Otago, Southland, Ngāi Tahu, via a working group of Chairs and CE to align on approach for essential freshwater. In a practical sense this may mean sharing approaches, information and resources to respond in a co-ordinated South Island manner</li> <li>• There are 33k consents across the country, capability will be depleted in the short term while capacity is built</li> <li>• Wellington isn't worried about Canterbury because they've seen Canterbury do such a good job with the CWMS</li> </ul>	<p><b>Neil Brown:</b> Share Ashburton report on economic impacts of Essential Freshwater NPS with the group once it has been released on 9 December.</p> <p><b>Secretariat:</b> Share reports on water issues and nitrates from various councils with the group.</p>

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	<ul style="list-style-type: none"> <li>• Environment Canterbury was not expecting the extent to which they now need to relook at planning framework. Te Mana o Te Wai was always intended through the CWMS</li> <li>• Environment Canterbury has been quiet up to now because it is trying to fully understand the NPS and NES provisions, in the hopes of making these as straightforward as possible</li> <li>• In the new year ECan will start actively communicating and showing leadership so communities understand what is coming and can find a path forward. It would be good to be able to do this with the Forum to provide a Canterbury-wide lead</li> <li>• Tensions that exist across Canterbury are the same within Ngāi Tahu – Wellington thinking is considered quite rigid and directive</li> <li>• Environment Canterbury is required to make regulatory changes to implement the NPS and NES. The most particular is Te Mana o Te Wai, both in terms of process and outcome. The process must be done with iwi at the table. Need to look at plans, do gap analysis, review every catchment plan, then make changes to planning framework. Have until 2024 to have plans notified. Looking to do this as efficiently as possible; because Canterbury has land and water regional plan we can take a more targeted approach. A lot of value in aligning with other South Island councils. Idea of community based, more joined up forum in new year to explain process. These requirements are in place now for new consent applications</li> <li>• Financial cost could be \$40m</li> <li>• Consents being issued now are very short term, for farmers the cost of getting a consent for only five years along with the cost of capital to do the work will have a chilling effect</li> <li>• A lot of the public concern is not knowing the impacts, what it means for people</li> <li>• Environment Canterbury’s work on public meetings was noted</li> <li>• Environment Canterbury had hoped that their process for developing the planning framework to date would have met the new requirements under the NPS 2020 and thus allow for an exemption on having to implement some of the new rules but unfortunately this is not the case. Now have to consider the national instruments alongside regional instruments. Conversations are still ongoing with Ministers and senior staff. Really leveraging the regional voice to speak with confidence and authority so unity of this forum is really valuable. Still really need to work through with Ngai Tahu, papatipu rūnanga, communities around how to get engagement right</li> <li>• In the new year we need to exercise leadership to be out there speaking, listening, consulting</li> </ul>	<p><b>CEs:</b> Advise secretariat if willing to be part of the essential freshwater group.</p>

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	<ul style="list-style-type: none"> <li>• A challenge for leadership will be in the area of advocacy for change. One of the challenges of a collective group like the Mayoral Forum is how to keep this consistently together. The group will need to consider the need to advocate for change rather than just for more time</li> <li>• Christchurch has a particular interest, with two rivers, and an aquifer which is exposed to nitrate infiltration, need these issues to be represented</li> <li>• There is a very strong community view that change is needed and long overdue, but other parts of the community view it differently, these views seem unreconcilable, largely along rural and urban lines</li> <li>• Nitrates are part of the problem, but it renders current land use impossible. Selwyn, Waimakariri, Ashburton are the tricky ones with nitrates</li> <li>• If communities want to rally round we need to help them do so</li> <li>• Re-valuation is underway in Timaru district and a number of rural properties are dropping in value significantly. The valuer-general has advised this is happening in a number of areas and prices are dropping by more than 10% in some areas</li> </ul> <p>Agreed to set up an Essential Freshwater Steering group to oversee a regional response. The group agreed that an alternate representative from Christchurch City (not Mayor/CE) can sit on the group.</p> <p>Dan Gordon, Neil Brown, Marie Black, Nigel Bowen, Craig Mackle, Craig Rowley, Graham Smith, CCC representative (TBC), Jenny Hughey, Stefanie Rixecker, Ngāi Tahu representative.</p> <p>It would be good for some more CE representation in this group.</p> <p>Te Maire Tau spoke briefly about the Ngāi Tahu claim for rangatiratanga over water. He will go into this in more detail at the February meeting. In the statement of claim, Ngāi Tahu has bypassed common law, customary law, and have gone straight to the Ngāi Tahu Settlement Act 1998, as this observes Ngāi Tahu's rangatiratanga over the water. They are not seeking ownership / property rights, have avoided this because think the Crown is claiming ownership through sovereignty. To give rangatiratanga this needs to be institutionally defined, Ngāi Tahu is looking to be confirmed as a regulatory authority.</p> <p>When the case is presented it needs to understand the economy, but also needs to show the switching costs for Canterbury of alternatives.</p>	<p><b>Secretariat:</b> Invite Ngāi Tahu to speak at the February CMF meeting on their claim for rangatiratanga over water.</p>

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	<p>Chair Sam Broughton noted that in February the Forum may move to support Ngai Tahu's work to clarify rangatiratanga.</p> <p><b>The Forum agreed to:</b></p> <ol style="list-style-type: none"> <li>1. <b>establish an Essential Freshwater Steering Group to oversee a regional response to the Essential Freshwater package, with a focus on community engagement and the development of a Communications Plan.</b></li> <li>2. <b>invite a representative of Te Rūnanga o Ngāi Tahu to be a member of the Essential Freshwater Steering Group</b></li> <li>3. <b>request the Chair of the Mayoral Forum to recommend the membership of the Steering Group to the next meeting of the Mayoral Forum.</b></li> </ol>	
6	<p><b>CWMS Zone Committee Terms of Reference</b></p> <p>Peter Scott spoke to the paper. He acknowledged the conversation around Essential Freshwater. CWMS has been focused on catchment previously. Each zone committee will look and operate differently. The regional committee is currently being reviewed, looking at a smaller more proactive form for this. This will perform a better function.</p> <p><b>The Forum agreed to confirm the revised Terms of Reference and the introduction of the Letter of Shared Priorities and Zone Committee Action Plans for the Canterbury Water Management Strategy zone committees.</b></p>	
7	<p><b>Canterbury Mayoral Forum Draft Communications Strategy</b></p> <p>Maree McNeilly spoke to the paper. This was requested at the September meeting following the launch of the Mayoral Forum's Plan for Canterbury. The strategy has been reviewed by Environment Canterbury's Comms team and the CEs Forum. The CEs noted that not all releases require all members to agree; in some circumstances it can be noted that some members hold dissenting views. The strategy covers CREDS and Plan for Canterbury work, as well as Canterbury-wide issues as they come up. Once releases have been made councils and Mayors can share via their own channels.</p>	

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	<p>Individual items of note, e.g. Three Waters and Essential Freshwater will have Comms plans.</p> <p><b>The Forum agreed to approve the Communications Strategy 2020-2022.</b></p>	
8	<p><b>Engagement with the new Government</b></p> <p>Jim Palmer spoke to the paper. Engagement will start with the MP lunch following this meeting. The paper is more focused on engagement with Ministers.</p> <p>MPs coming for lunch today, want to acknowledge that we are all elected by the same people, need to work together to get best outcomes for people and districts.</p> <p>It would be helpful if members take a lead in portfolio areas.</p> <p>The secretariat has mapped key issues to key ministers and portfolios. Plan is to target comms to those key ministers.</p> <p>An appropriate strategy needs to be considered for the Mayoral Forum visit to Wellington, think about the best way to get Canterbury's voice in front of key ministers in liaison with portfolio leads. Concern was noted around the structure of some portfolios, e.g. LINZ and conservation. Eugenie Sage held these previously, now split between Damian O'Connor and Kiri Allen. Need LINZ staff on the ground.</p> <p>Urban development was held by the same minister who held transport previously, not sure where it sits now. Think this is now with Minister of Housing, which may be a better fit with RMA reforms. RMA reform is an emerging issue for the Forum, this will require advocacy from this group, may have its own workstream. Ahead of the next meeting we need to think about the strategy for the Mayoral Forum for engaging in RMA conversation, including urban development. The first draft of legislation is due by June 2021.</p> <p>MfE is preparing for the Natural and Built Environments Act. This is being led by Minister Parker and the pace will be significant. MfE are putting on 70-odd staff to accelerate. This group should think about how to strategically influence this in the new year.</p> <p>The Planning Managers Group meet next week, and Amelia Linzey who was on the Randerson review panel is presenting. A paper on the Randerson review will come to the next Mayoral Forum meeting in February.</p> <p>The matrix of portfolio options is grouped to show alignment with Plan for Canterbury priority areas. RMA reform should be added as a portfolio.</p>	

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	<p>Chair Sam Broughton proposed for the next meeting to be combined with a freight tour. The Regional Transport Committee would facilitate this, across Thursday and Friday, and would involve visits to Christchurch airport and Lyttelton port, an overview of the rail network to Rolleston, Temuka, Timaru, then a visit to Timaru port. Could also invite MPs to attend.</p> <p>19 February is challenging because commemoration events for the 10<sup>th</sup> anniversary of the Christchurch earthquake start on that day, so Lianne Dalziel wouldn't be able to attend. However, the following week clashes with LGNZ regional meeting.</p> <p>Members were asked to add themselves to portfolios they have a particular interest in. These are attached to the minutes as an appendix.</p> <p><b>The Forum agreed to:</b></p> <ol style="list-style-type: none"> <li><b>1. note the letters of congratulations, along with an invitation to join the Mayoral Forum for lunch on 27 November, that were sent to all Canterbury MPs on 3 November 2020</b></li> <li><b>2. write to incoming Ministers responsible for each of the five priority areas of the Mayoral Forum's Plan for Canterbury 2020-2022</b></li> <li><b>3. authorise the secretariat to commence arranging a Mayoral Forum visit to Wellington to meet with relevant Ministers</b></li> <li><b>4. appoint mayors as portfolio leads or co-leads to support implementation of the Plan for Canterbury at its first meeting in 2021</b></li> </ol>	<p><b>Secretariat:</b> Work with RTC to organise freight tour for 18/19 February 2021.</p> <p><b>Secretariat:</b> Invite Canterbury MPs to join freight tour.</p> <p><b>Secretariat:</b> Correct Craig Mackle's phone number on draft letters to Ministers.</p>
	<p><b>Farewell to Angela Oosthuizen</b></p> <p>This is Angela's last forum; she has been with us almost five years.</p> <p>Craig Mackle spoke about the outstanding job Angela has done and noted that Kaikōura is in very good condition due to her direction.</p> <p>Jim Palmer acknowledged Angela's contribution to the CEs Forum and the huge workload she has carried due to the Kaikōura earthquake.</p>	
9	<p><b>Climate Change Steering Group update</b></p> <p>Dan Gordon spoke to the paper.</p> <p>A facilitated workshop is proposed for invited representatives from councils and papatipu rūnanga. A number of councils have climate change leads, thought it would be helpful to bring them</p>	

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	<p>together. Councils are welcome to attend regardless of whether they have a formal climate change lead. This is a very important topic for our region.</p> <p>There may a case to extend the steering group to include these reps but start with workshop.</p> <p>Since the report was prepared Tim Davie shared an email noting that ECan have finalised the procurement of a detailed risk assessment. A consortium led by Tonkin &amp; Taylor and including NIWA, Cawthron Institute, Manaaki Whenua-Landcare Research and The AgriBusiness Group was awarded the contract. Work commences December for completion June 2021.</p> <p>Dan acknowledged Mayor Lianne, Mayor Marie, Chair Jenny for their support.</p> <p>It was noted that the Government plans to declare a climate emergency, but this will not have statutory effect, and is instead a show of intention and leadership.</p> <p><b>The Forum agreed to:</b></p> <ol style="list-style-type: none"> <li><b>1. agree that the Climate Change Steering Group hold a facilitated workshop in early 2021 with invited representatives from Canterbury councils and papatipu rūnanga</b></li> <li><b>2. note the Climate Change Steering Group has requested a briefing be prepared for the Mayoral Forum on the recently published New Directions for Resource Management in New Zealand (Randerson report) for the Mayoral Forum's consideration and discussion at its first meeting in 2021</b></li> <li><b>3. note the other updates on the work of the Steering Group provided in this paper.</b></li> </ol>	<p><b>Secretariat:</b> Arrange workshop for February</p>
10	<p><b>Leftfield Innovation</b></p> <p>Craig Rowley spoke to the paper.</p> <p>This follows the presentation by Leftfield at Selwyn District Council on 18 September. Leftfield has contracts with Champion flour and wheat growers. This fits well within the remit of the FFIP and will benefit farmers and the economy.</p> <p>Some caution was noted around proposed outcomes, but members were in support of the initial funding for the first stage of the work.</p> <p><b>The Forum agreed to:</b></p> <ol style="list-style-type: none"> <li><b>1. approve the re-allocation of \$60,000 from the Food, Fibre and Innovation Programme budget to Leftfield Innovation Limited to develop the Fresh and Processed Vegetables Action Plan</b></li> </ol>	

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	<p><b>2. direct the Secretariat to work with Leftfield Innovation Limited in order for the Mayoral Forum to take a leadership role and to seek funds from Central Government to support Leftfield Innovation Limited's land use change programme</b></p>	
11	<p><b>Canterbury COVID-19 Oversight Group</b>  Jim Palmer gave a verbal update.  The group met yesterday. The effect of COVID has been much less than what was anticipated six months ago. There are a number of pinch points. From an economic perspective the freight backlog at the border is becoming a real issue. In an employment sense the issues are around getting appropriately skilled people, particularly for agricultural and horticultural roles.  Youth, Maori are well over-represented in the unemployment and underemployment stats. Women are also underutilised.  In terms of social and broader wellbeing, people are in a better space. It takes a while to recover but we've been fortunate not to have a major resurgence.  There is work being done by CCC and ChristchurchNZ to look at issues and opportunities we've discovered due to COVID-19 and implement in BAU.  Public service reform is looking to change the way it engages with regions. Regional leads are expected to engage with local delivery partners.  Starting to get data providing a good snapshot of the region broken down to TLA level, hope to have this ready to share in the next month or two.</p>	
12	<p><b>Food, Fibre and Innovation</b>  The paper was taken as read. Craig Rowley advised that The State of the Canterbury Food and Fibre Sector, 2020 report has been published and is available on the Mayoral Forum website.  <b>The Forum agreed to receive the progress report on the Food, Fibre and Innovation Programme.</b></p>	
13	<p><b>Canterbury Gravel Management</b>  Nadeine Dommissse spoke to the paper.  The report is high level because details are very variable depending on what part of the region members are in. Environment Canterbury is interested in challenges for Mackenzie and some of our rural districts, particularly about maintaining local roads.</p>	<p><b>Nadeine Dommissse:</b> Set up conversation with Mackenzie to better understand their issues with gravel in maintaining local roads.</p>

AGENDA ITEM	KEY POINTS DISCUSSED / RESOLVED	ACTION POINTS (Who will action, when?)
	<p>Dan Gordon queried paragraph 29 – Waimakariri have a quarry application in currently, notes it is difficult to extract gravel from the river.</p> <p>Nadeine noted that there is a challenge with rivers, in some areas there is too much gravel, in other areas not enough, and Environment Canterbury needs to ensure that allocation of resource is within sustainable context.</p> <p>Noted that Waitaki was missed from the report. The big issue in Waitaki is the number of rivers discharging into lakes which are getting choked with gravel. Have done some work with NZTA and possibly Environment Canterbury to clear under bridges, prevent flooding.</p> <p>Kaikōura District Council has grave concerns for the Kōwhai River, which is rising, especially around top ford. Concern that Environment Canterbury's Natural Hazards don't have direction regarding management of that river, which is a huge risk for Kaikōura. Environment Canterbury is very aware of the situation in Kaikōura, particularly since the earthquake. Can't force people to take from certain places; sometimes have to pay for removal. Kaikōura is also concerned about mitigation of banks etc.</p> <p><b>The Forum noted the information provided on Canterbury river gravel management and land-based quarries in Canterbury.</b></p>	<p><b>Nadeine Dommissie / Dan Gordon:</b> Discuss Waimakariri quarry application and issues around extracting gravel from the river.</p>
14	<p><b>Chief Executives Forum report</b></p> <p>Jim Palmer spoke to the report. Noted that this includes an updated 3-year work programme. Handover to new Chair yet to be confirmed.</p> <p>The CEs forum is currently evaluating whether the groups that sit under it are fit for purpose, ensuring there is no duplication. It's not yet clear if there will be a reduction in the number of groups but in some cases clarification of purpose is required. Some of these groups are doing amazing work, and some are less visible.</p> <p>Dawn Baxendale would like to support the education and training group going forward, picking up from Jim Palmer when he departs.</p> <p>Chair Sam Broughton thanked Maree for the smooth transition with changes in secretariat staff.</p> <p><b>The Forum agreed to:</b></p> <ol style="list-style-type: none"> <li><b>1. receive the quarterly report from the Chief Executives Forum</b></li> </ol>	

AGENDA ITEM	KEY POINTS DISCUSSED / RESOLVED	ACTION POINTS (Who will action, when?)
	<b>2. note updates to the three-year work programme</b>	
15	<p><b>Meeting arrangements for 2021</b>  Jim Palmer spoke to his report.  The calendar is based on the draft LGNZ calendar, which may have minor changes, but these won't affect us. Generally, the CEs Forum is set for three weeks prior to the Mayoral Forum.  The Environment Canterbury Council chamber has been booked as a placeholder, but members' input on location was sought.  General preference for a hotel so that everything is in one place.  Parking needs to be considered; this was difficult at The George for the dinner.  Costs of other hotels are similar to what we paid at the Commodore, so budget is available for this.</p> <p><b>The Forum approved the proposed regional forums meeting schedule for 2021.</b></p>	<p><b>Secretariat:</b> Seek a hotel to host 2021 meetings.</p>
16	<p><b>General business</b>  Query around whether Otago University was invited to attend the Mayoral Forum dinner, given their presence in Christchurch. We haven't to date included out of town education providers.  Dawn Baxendale advised that Christchurch City Council have had the second water safety plan in Canterbury approved, for Akaroa.  It was confirmed that Dawn Baxendale would now take over from Jim Palmer on leading education and training matters as part of CREDS.  Chair Sam Broughton wished everyone a happy Christmas and that all travel safely over the holidays.</p>	<p><b>Dawn Baxendale / Dan Gordon:</b> Reflect on ways to include tertiary education providers who are headquartered outside of Canterbury in future education and training discussions.</p>
	<b>The meeting closed at 11.38pm.</b>	

## Appendix 1: Government portfolio leads

<b>Agriculture</b> Craig Rowley ECan Neil Brown Graham Smith	<b>Land Information</b> ECan	<b>Urban Development</b> CCC	<b>Transport</b> Dan Gordon CCC Neil Brown ECan	<b>RMA Reform</b> ECan CCC
<b>Environment</b> Dan Gordon CCC Marie Black Nigel Brown Neil Bowen Graham Smith	<b>Conservation</b> ECan	<b>Environment (biodiversity)</b> ECan Marie Black	<b>Local Government</b> Craig Rowley CCC Marie Black Graham Smith Gary Kircher	<b>Trade &amp; Export Growth</b> Craig Rowley Graham Smith
<b>Rural Communities</b> Craig Rowley Marie Black Neil Brown Graham Smith	<b>Infrastructure</b> Dan Gordon CCC Neil Brown Nigel Bowen	<b>Economic and regional development</b> CCC Nigel Bowen Neil Brown	<b>Tourism</b> CCC Graham Smith Craig Mackle Gary Kircher	<b>COVID-19 recovery and oversight</b>
<b>Climate Change</b> Dan Gordon CCC	<b>Immigration</b> CCC	<b>Internal Affairs</b> Dan Gordon CCC Craig Rowley Gary Kircher	<b>Education</b> Dan Gordon Craig Mackle	

**Date:** 19 February 2021

**Presented by:** Sam Broughton, Chair

## **Future of Local Government**

### **Purpose**

1. The purpose of this paper is to provide background information to initiate a discussion on the future of local government and to identify the next steps for the Mayoral Forum's workshop to be held on Friday 19 March 2021.

### **Recommendations**

**That the Canterbury Mayoral Forum:**

1. **note the information provided in this paper**
2. **consider the following questions when reading the paper:**
  - 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?**
3. **request the Chief Executives Forum prepare for a more comprehensive workshop to explore future of local government opportunities to be held on Friday 19 March 2021**

### **Key points**

2. The Future of Local Government (FoLG) has been raised by local and central government in various fora over several years.
3. Several central government initiatives raise questions about the future of local government, such as the Productivity Commission Inquiry into local government funding, the three waters reform programme and the resource management system reform.

4. Discussions on the FoLG must include consideration of the appropriate funding mechanisms.

## Background

5. In October 2018, Cabinet agreed to consider the future of local governance in New Zealand in delivering intergenerational wellbeing, strengthening local democracy, instilling greater trust and confidence in local governance, and supporting the protection and enhancement of the natural environment and sustainable regional growth.
6. The October 2018 Cabinet paper noted some challenges for local government, such as some capability and capacity issues throughout the sector, low engagement and voter turnout and questions around how truly representative and reflective of their diverse communities' local governors are, including for Māori.
7. Cabinet noted, however, that local government's contribution to intergenerational community wellbeing is essential because, above certain basic needs, different communities will need different outcomes to maximise their wellbeing, and ensuring communities themselves are driving the mix and nature of services that contribute to these outcomes is critical for community resilience and social inclusion.
8. The Local Government (Community Well-being) Amendment Act 2019 restored the promotion of "social, economic, environmental, and cultural well-being" to the statutory purpose of local government.
9. The Department of Internal Affairs (DIA) has noted in its 2020 Briefing to the Incoming Minister (BIM) of Local Government that "the local government sector is facing a significant period of change, uncertainty, challenge and opportunity. The scale of change that the sector is facing should not be underestimated and it is important to recognise that local government will be under strain to deliver on the proposed reforms to the three waters system and resource management, as well as responding to issues such as COVID-19 and climate change".
10. The FoLG has most recently been raised in Minister Mahuta's Cabinet Paper: *Progressing the three waters service delivery reforms* (December 2020).
11. The Local Government New Zealand (LGNZ) BIM includes a section on "re-imagining the role of local government" and notes that LGNZ, along with Society of Local Government Managers (SOLGM), is in a strong position to work together with government on this.

## Funding issues

12. The New Zealand Productivity Commission was asked to take an in-depth look at the overall funding and financing framework within which local authorities operate. The Commission's report *Local Government Funding and Financing* was released in

November 2019, with several recommendations. At time of writing the Government has not responded to the report or its recommendations.

13. What the inquiry found was that radical reform is not required – the current rates-based system remains appropriate for local government. The report acknowledges that the system measures up well against the principles of good revenue-raising: simplicity, efficiency and revenue stability and that rating land and property should continue as the main taxing power of local government.
14. While acknowledging the benefits of the rating system the report goes onto note areas of funding pressures:
  - adapting to impacts of climate change
  - unfunded mandates passed to local government from central government
  - meeting the demand for infrastructure in high-growth areas
  - coping with growth in tourism.
15. The report suggests that there are principled reasons why central government should co-fund some of these pressures, however the costs of doing so are difficult to estimate. It notes that support for council infrastructure at risk from climate change is in the order of \$150 million a year over 20 years.
16. Other areas that the report comments, and makes recommendations, on include governance and improved decision-making, three waters and making better use of current funding tools, such as targeted rates to capture uplift in land value (which is also referenced in the *Randerson report* (see Agenda paper 5), user pays and the use of special purpose vehicles. While there may be merit in these funding tools, legislation change may be required to make them fit for purpose.
17. The inquiry also found that regional spatial planning will better prepare councils for the future as it is a key tool for achieving more efficient use of resources and better coordination between councils, and local and central government. This issue has also been raised in the *Randerson report* (see Agenda paper 5).

## **Three Waters reform programme**

18. The Three Waters reform programme has been well canvassed at Mayoral Forum meetings. The Canterbury Three Waters Service Delivery Review project is underway.
19. Central government is working on a voluntary, partnership-based approach that will potentially see three waters services (assets and staff) transferred from local councils to new water service entities – the number and boundary of which will be determined by April/May 2021.
20. Local councils will be asked to decide to participate in the new service delivery system in late 2021. All councils would be included in one of the new water service entities unless they decide not to participate in the reforms and opt out.

21. It is estimated that three waters services make up between 20-30 per cent of local council business. The impact of the transition of three waters (assets and staff) to new water service entities on territorial authorities will be significant, particularly for smaller councils.

## **Resource management system reform programme**

22. The Government has committed to reforming the resource management system in the current parliamentary term. Announcements on the scope, process and approach were made on Wednesday 10 February 2021.
23. A detailed update on the resource management system reform programme is provided in Agenda paper 5.
24. The reform is based on the review of the resource management system carried out by the Resources Management Review Panel documented in their report *New Directions for Resource Management in New Zealand* (Randerson report).
25. The Resource Management Act will be repealed and replaced by three new laws. These are:
- Natural and Built Environments Act
  - Strategic Planning Act
  - Managed Retreat and Climate Change Adaptation Act.
26. The new legislation will see the development of new regional spatial plans (prepared under the Strategic Planning Act) and mandatory combined plans in each region (prepared under the Natural and Built Environments Act). These plans will be prepared and approved by a joint committee comprising representatives of central government, the regional council, all constituent territorial authorities in the region, mana whenua and an independent chair.
27. This impacts on the current role of councils to guide urban development within their region or district, and how individual councils influence or inform combined plans, is yet to be worked through.
28. The Randerson report also proposes the establishment of new regional hubs to undertake resource management compliance, monitoring and enforcement options. The hubs would combine the Compliance, Monitoring and Enforcement personnel and resources from all local authorities in a region (similar to how the unitary council model works), with support from the Environmental Protection Authority. It is proposed that hubs must be structurally separate and independent from local authorities, in order to mitigate bias and conflicts of interest.

## Mana Whenua

29. In reading the cabinet papers across the various subjects above there is significant reference to partnership and working with Māori for local authorities. The papers on local governance for community wellbeing refer to more effective and meaningful council relationships with Māori.
30. The DIA's BIM notes the increasing amount of attention on the challenges with the current process for establishing Māori wards or constituencies, and the alternative approaches to iwi/Māori involvement in local authority governance. Government has introduced the Local Electoral (Māori Wards and Constituencies) Amendment Bill, with the select committee submissions closing on 11 February.
31. The BIM notes that supporting and enhancing the participation of Māori communities in local government issues is vital to the success of all work within the local government portfolio.
32. Ngāi Tahu's Statement of Claim, which was lodged with the High Court on 2 November, is asking the courts to make declarations that Ngāi Tahu has rangatiratanga over the wai māori of its takiwā, and that the Crown should engage with Ngāi Tahu to jointly design a better system to manage and care for these waterways. The Statement has strong linkages to the Government's existing freshwater, three waters and resource management policy work.
33. Timeframes for the Statement of Claim will now be determined by the courts. It is not known at this stage the impact that the Statement of Claim may have on local government. Dr Te Maire Tau will be presenting to the Mayoral Forum on the Statement of Claim (see Agenda item 11).

## Wellbeing initiatives for local government

34. Minister Mahuta has articulated that the government is committed to a strong, robust local government sector, focused on wellbeing.
35. DIA has indicated that it is not for central government to tell local government what wellbeing is, however, they do note the criticality of local government and its close connection to local communities.
36. With the changes proposed to local government, and particularly reflecting on the sector's experiences through the COVID-19, are there other activities that would be more appropriately delivered by local government, either autonomously or in partnership with central government? There may be opportunities with the following activities, however there may also be other areas where local government could deliver for their communities:
  - education and vocational training services
  - provision of social / public housing

- local and community health services
- social services.

## **Next Steps**

37. Prepare for the facilitated workshop to be held on Friday 19 March to further explore the issues associated with the future of local government.
38. Consider what, if any, key messages to take from the discussion on the Future of Local Government to be included in key messages for engagement with Ministers.

**Date:** 19 February 2021

**Presented by:** David Ward, Chair Policy Forum

## Resource Management Reform (Randerson report) update

### Purpose

1. To update the Mayoral Forum on the Resource Management reforms, based on the outcomes from the *New Directions for Resource Management in New Zealand* (Randerson) report, with next steps proposed for Canterbury's response to the reforms.

### Recommendations

**That the Canterbury Mayoral Forum:**

1. **note the update provided on the outcomes from the Government's resource management reform process**
2. **note the Chief Executives Forum will consider a report at its May meeting that will cover:**
  - 2.1. **the implications of the reforms for Canterbury councils**
  - 2.2. **how resource management planning work programmes will be aligned to meet legislative changes, including resourcing requirements.**

### Key points

2. The Government has announced its intention to reform the resource management system in the current parliamentary term.
3. The reform will be based on the review of the resource management system carried out by the Resource Management Review Panel documented in their report *New Directions for Resource Management in New Zealand* (Randerson report).
4. The reform will include the repealing of the Resource Management Act 1991 (RMA) and enacting three new pieces of legislation. These are:
  - Natural and Built Environments Act (NBA)
  - Strategic Planning Act (SPA)
  - Managed Retreat and Climate Change Adaptation Act (CAA).
5. The Government will release an exposure draft of the NBA by May 2021 for consideration by a select committee inquiry (**June-September 2021**). The SPA and

CCA will be developed in a parallel process. The CCA will be managed out of the Minister for Climate Change's office.

6. The Natural and Built Environments Bill and the Strategic Planning Bill will be introduced to Parliament in late 2021 (**December**). A standard select committee process will consider them.
7. The CAA will be developed in a similar timeframe.
8. The Government intends that all three pieces of legislation will be passed by the end of 2022.
9. Engaging in the reform process is likely to present significant resourcing issues to Canterbury councils and will likely require investment in additional resourcing.

## Background

10. In 2019 the Government appointed the Resource Management Review Panel (RMRP) to conduct a review of the resource management system. The RMRP released an issues and options paper in 2019, *Transforming the resource management system: Opportunities for change*, that outlined the major issues with the current resource management system and some options to address them.
11. The Mayoral Forum made a submission on the issues and options document. The submission was well received by the RMRP and the final Randerson report includes several recommendations that are in general alignment with the Canterbury submission and the submission was specifically quoted in the Randerson report.
12. The Randerson report proposes the most significant change to the resource management system since the inception of the Resource Management Act 1991 (RMA), with the repeal of the RMA and its replacement with a Natural and Built Environments Act, Strategic Planning Act and Managed Retreat and Climate Change Act.
13. Commentary on the Managed Retreat and Climate Change Amendment Act is included in the Climate Change update at Agenda paper 13.

## Proposed reform

14. Below is a summary of the proposed future environmental management system:

**Natural and Built Environments Act** – enhancing the quality of the natural and built environments to support the wellbeing of present and future generations

- focused on achieving specified outcomes in the natural and built environments, rural areas, tikanga Māori, natural hazards and climate change
- requires environmental limits for certain resources

- requires decision-makers to 'give effect' to the principles of Te Tiriti o Waitangi.

Under the Act, central government's proposed new National Planning Framework will provide a set of mandatory national policies and standards on specified aspects of the new system. These will include environmental natural limits, outcomes and targets.

**Strategic Planning Act** – provides a strategic and long-term approach to how we plan for using land and the coastal marine area. Long-term spatial strategies in each region would be developed to identify areas that:

- will be suitable for development
- need to be protected or improved
- will need new infrastructure and other social needs
- are vulnerable to climate change effects and natural hazards such as earthquakes.

The regional strategies would enable more efficient land and development markets to improve housing supply, affordability and choice, and climate change mitigation and adaptation.

**Regional spatial strategies** – integrate planning under the Natural and Built Environments Act, Local Government Act, Land Transport Management Act, and Climate Change Response Act and align with other provisions by central government:

- integrated resource management and infrastructure
- jointly developed and agreed by central government, all councils in the region and mana whenua
- must be consistent with national direction, government policy statements and national adaptation plan
- regional combined plan and funding plans must be consistent with regional spatial strategy.

**Regional combined plan** – single regulatory plan for environmental management and land use in each region administered by joint committees with mana whenua representatives:

- clearer direction for classifying activities and notification requirements
- reviewed by an independent hearing panel, with defined appeal paths.

#### **Allocation and economic instruments**

- allocation to be guided by principles relating to sustainability, equity and efficiency
- greater use of economic instruments.

#### **Consents and approvals**

- proposals of national significance and direct referrals decided by the Environment Court
- an alternative dispute resolution process for consents with localised effects.

## **Compliance, monitoring and enforcement**

- more resourcing/capability/consistency for compliance, monitoring and enforcement functions through regional consolidation.

**Climate Change Adaptation Act** is also proposed to support New Zealand's response to the effects of climate change. It would address the complex legal and technical issues associated with managed retreat and funding and financing adaptation.

15. This proposed system will likely see:

- a new focus on enhancing the quality of natural and built environments, rather than the current approach of managing adverse effects on the environment
- improved direction for central and local government decision-makers through the use of specified outcomes, targets and limits and greater use of mandatory national direction. This changes the level at which major decisions are made and is a change in ideology from effects management to outcomes-based planning
- improved recognition of Te Tiriti o Waitangi and te ao Māori
- establishment of long-term strategic and integrated planning for resource management and infrastructure through regional spatial plans
- one regional plan to replace the Regional Policy Statement, Regional Coastal Plan, Regional Plans and District Plans
- a new plan making process with plans prepared by a joint committee comprising a representative from:
  - the Crown
  - the regional council
  - each territorial authority
  - mana whenua
- no individual decision-making role for individual councils, either in the creation or final approval of the spatial plan or the combined plans. The decision would be made by the joint committees
- recommendations on submissions made by an independent hearing panel chaired by an Environment Court Judge. Appeal rights on the merits of decisions will be restricted to the recommendations the joint committee disagrees with
- a stronger focus on decision-making about resource use, development and protection in plans rather than consents
- improved planning processes and an improved consenting system that better differentiates between activities with significant and minor effects
- a wider range of approaches to resource allocation than just the 'first-in, first-served' approach, guided by principles of sustainability, equity and efficiency
- wider use of economic instruments such as permit trading and environmental taxes to complement regulation

- establishment of a nationally coordinated environmental monitoring system and an expanded role for Parliamentary Commissioner for the Environment in providing system oversight and auditing
- new regional hubs for compliance, monitoring and enforcement
- an emphasis on partnership in decision-making across central and local government and mana whenua.

## **Engagement with the Ministry for the Environment**

16. The Ministry for the Environment (MfE) has indicated to the regional Planning Managers Group that they would welcome input from local authorities on the proposed reform.
17. This presents an opportunity to proactively influence the reform, ensure MfE benefits from the experience of Canterbury councils and to provide one strong voice for Canterbury. It also presents the opportunity to establish a positive relationship with government officials, which will be the start of closer working relations in the new system.
18. Aspects of this input would likely be focussed 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.
19. The breadth and speed of the reform coupled with the significant existing work programmes, will likely place unprecedented challenges on local authorities planning policy resources.
20. Most Canterbury councils are in the midst of policy statement / plan reviews. This includes the review of the Regional Policy Statement, Regional Coastal Plan, parts of the Regional Land and Water Plan and District Plan reviews. These reviews are all multi-year and multi-million-dollar projects and absorb significant amounts of staff and elected members' time. Accordingly, engaging in the proposed reform will present significant challenges during this busy period for both staff and elected members.
21. However, it is expected that while there will be a challenge to implementing the new legislation after it is passed, including providing a Canterbury-wide spatial strategy and a combined regional plan, key aspects of the work that is currently being developed (in particular the review of the Regional Policy Statement) will provide sound context for the new work required.

## **Resource requirements**

22. To support Canterbury councils through the reform process (which will include engaging with government, engaging in select committee processes, and working with all Canterbury councils), additional senior planning resources, over and above those currently available within councils, will be required.

23. The Chief Executives Forum is working through the implications of this with the Planning Managers Group, as well as the arrangements for councils to work together to align district and regional planning work programmes so that relevant work can progress while the new legislation is proposed.

**Financial implications**

24. The additional resources are not currently included in budgets and the financial implications will be addressed and discussed at the May Chief Executives Forum.

**Date:** 19 February 2021

**Presented by:** Hamish Riach, Chair Chief Executives Forum

## **Waters Services Bill – Canterbury Mayoral Forum Submission**

### **Purpose**

1. The purpose of this paper is to seek the Canterbury Mayoral Forum's agreement to the preparation of a regional submission on the Water Services Bill and approve the outline of the approach to be taken in the submission.

### **Recommendations**

**That the Canterbury Mayoral Forum:**

1. **agree to the Canterbury Mayoral Forum making a regional submission on the Water Services Bill**
2. **approve the outline of the approach to be included in the regional submission**
3. **request the secretariat finalise the regional submission, and circulate to all members for their input and approval before submitting to the Health Committee.**

### **Background**

2. In July 2020, the Government launched a programme to reform local government three waters service delivery. The Water Services Regulator Act 2020 establishes Taumata Arowai. The Water Services Bill provides the mechanics for how Taumata Arowai will carry out its duties, obligations and functions with territorial authorities, other three waters service providers and regional councils. Taumata Arowai will become fully operational when the Water Services Bill is enacted.
3. The Water Services Bill is an omnibus Bill that will repeal Part 2A of the Health Act 1956 and replace it with a stand-alone Act to regulate drinking water. The Bill has been introduced to implement a single broad policy to implement the Government's decision to comprehensively reform the drinking water regulatory system with target reforms to improve the regulation and performance of wastewater and stormwater networks
4. The Bill is being considered by the Health Committee and public submissions close on 2 March 2021.

## Impact of Water Services Bill

5. Enhanced information sharing between regional councils, territorial authorities, drinking water suppliers and Taumata Arowai will be required. Development of the new framework is a complex space and it is difficult to predict what the exact implications are without knowing what the structure and new regulations will be.

### Drinking water

6. Protection of source water (freshwater bodies from which water is abstracted before treatment) is one of the fundamental principles of drinking water safety and is a function of regional councils under the National Environmental Standard for Sources of Human Drinking Water.
7. New arrangements in the Bill for sources of drinking water include:
  - drinking water suppliers must prepare and implement a **source water risk management plan** as part of their **drinking water safety plan**.
  - local authorities must contribute to source water risk management plans by sharing information on risks and undertaking actions to address the risks on behalf of drinking water suppliers.
  - **regional councils** must publish and provide annually to Taumata Arowai information on the quality and quantity of source water in their region, including any changes that occur.
  - **regional councils** must assess the effectiveness of regulatory and non-regulatory interventions in managing risks or hazards to source water (at catchment level) in their region.
  - a new provision in the RMA 1991 to require **consent authorities** to have regard to the actual or potential effects of a proposed activity on the source of a registered drinking water supply and the risks that activity may pose.
8. Currently, the Ministry of Health maintains a Register of drinking-water suppliers which includes information about supplies and sources of water. Inclusion on the Register is mandatory for all drinking-water supplies or suppliers serving more than 25 people.
9. Under the Bill, all suppliers must be registered on the Register by a year after the Water Services Bill is passed (i.e. approximately the second half of 2022). Supplies serving 500 or more must have a drinking water safety plan that complies with new requirements by end of year one. All other supplies must have a drinking water safety plan that complies with new requirements by end of year five (2026). This change will have significant ramifications for our communities and for smaller drinking water supplies in terms of meeting new requirements.
10. The Bill will replace Part 2A of the Health Act 1956. Under the Health Act only drinking water supplies that service at least 25 people at least 60 days a year are subject to the Act's drinking water provisions. The Bill significantly increases the number and types of

drinking water supplies that fall under the provisions of the Bill, with the definition of a drinking water supplier expanded to mean any person supplying drinking water other than a domestic self-supplier.

11. The Bill requires that drinking water safety plans provide for residual disinfection for any drinking water supplies that include reticulation. Although there is no definition of 'residual disinfection' in the Bill it presumably refers to chlorination or similar chemical treatment.
12. The requirement for residual disinfection is of particular significance in the Canterbury region where a number of reticulated drinking water supplies operate without chlorination.

### **Wastewater and Stormwater**

13. The regulatory responsibility for managing discharges of wastewater and stormwater will remain with regional councils under the Resource Management Act.
14. The Bill contains new national-level reporting, monitoring, and advisory functions for wastewater and stormwater, empowering Taumata Arowai to:
  - compile information on wastewater and stormwater networks in a national public database
  - set environmental performance measures that operators will have to report against annually
  - publish an annual report on the environmental performance of wastewater and stormwater networks and their compliance with regulatory requirements, such as resource consents
  - identify and promote national good practice for the design and management of wastewater and stormwater networks.
15. The development of a national environmental standard on wastewater discharges and overflows is anticipated.
16. Further adjustments to our compliance monitoring approach and data systems will be needed to comprehensively report on the performance of wastewater and stormwater service providers in Canterbury.

### **Transitional Arrangements**

17. The Bill contains transitional arrangements and timeframes for existing registered supplies and unregistered supplies to be transferred to a new drinking water register.
18. Drinking water supplies serving 500 or more consumers for at least 60 days per year will have 12 months following commencement to have a Drinking Water Safety Plan that complies with new requirements, and all other supplies will have 5 years.

19. Territorial authorities will be required to become authorised or have their drinking water services delivered by an authorised supplier within 5 years of commencement.
20. The Government does not intend provisions relating to wastewater and stormwater to commence until 2 years following Royal assent, to allow Taumata Arowai to prioritise drinking water regulation.

## **Regional Submission**

21. It is understood that most Canterbury councils are preparing their own submission on the Water Services Bill. It is proposed that the regional submission would fundamentally support these submissions and in particular make note of the issues around the following themes:
  - source water protection
  - the requirement for residual disinfection for any drinking water supplies that include reticulation
  - the compliance requirements for small and/or private drinking water supplies
  - matters related to stock water systems that have some household connections
  - any other matters that Mayoral Forum members wish to raise.

## **Next steps**

22. The Secretariat will prepare a draft submission to the Health Committee on the Water Services Bill, based on the themes outlined above, in consultation with councils.
23. The draft submission will be circulated, via email, for members' input and approval before finalising and submitting to the Health Committee.

**Date:** 19 February 2021

**Presented by:** Sam Broughton, Chair

## **Engagement with Ministers**

### **Purpose**

1. This paper seeks to confirm the attendees and key messages for proposed meetings with ministers.

### **Recommendations**

**That the Canterbury Mayoral Forum:**

- 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.**

### **Background**

2. At its November 2020 meeting, the Mayoral Forum agreed to write to ministers on the priority issues in the *Mayoral Forum's Plan for Canterbury* and seek meetings with those ministers in early 2021. Letters to ministers were approved and sent on 15 December 2020.
3. The Forum also asked mayors to select priority areas of interest that they wished to represent, to enable subgroups of mayors to meet with ministers instead of the full Forum.
4. The letters follow the Forum's initial planned visit to Wellington early in 2020, which was postponed due to the COVID-19 pandemic. Although the visit did not go ahead, initiatives to engage with the Government continued, with Minister Eugenie Sage attending the Mayoral Forum meeting on 4 September 2020.

### **December letters**

5. We have received some responses to the letters sent in December 2021. Minister Wood has indicated that he welcomes the opportunity to meet with the CMF the next time he is in Canterbury.

6. Prior to the election Hon Grant Robertson indicated he would be interested in meeting to discuss central-local government strategic planning and co-investment in Canterbury following the 2020 election. Following our letter in December his office has since advised that his diary is such that it is not possible to currently schedule a meeting. We have also received a similar message from Minister Stuart Nash's office. The secretariat will continue to follow up with both Ministers Robertson and Nash's offices.

## **Achieving outcomes from the engagement**

7. It is critical to the success of visits to Ministers that members of the Mayoral Forum attend these meetings with a clear purpose, seeking specific outcomes. The key outcomes sought from the meetings are to:
  - begin building face-to-face relationships with relevant ministers
  - bring attention to the Mayoral Forum's priority issues
  - secure a commitment from ministers for further engagement.
8. To assist this purpose key messages have been drafted. The key messages are contained in Attachment 1.
9. Feedback on the key messages is sought from the Mayoral Forum.
10. To support the Forum's ongoing engagement with ministers, chief executives and the secretariat are considering the best ways to actively build on their relationships with:
  - chief executives at government departments and agencies in Wellington, and counterparts in local government in Wellington
  - Secretariat contacts within the Department of Internal Affairs and ministerial and MP offices.
11. Stronger relationships at this level will provide greater awareness of the Mayoral Forum and its work with central government and support greater access to and engagement with ministers.

## **Proposed subgroups for meetings**

1. At the November 2021 meeting, forum members were asked to elect which priority area they wished to represent to create a group of champions or leads on the priority issues.
2. The proposed subgroups differ in size and composition, and while some groups have good representation from across the region, others have less. The current make-up of the subgroups is set out in Attachment 1. The attachment also includes membership of the various advisory / steering groups that have been established by the Mayoral Forum on specific issues.
3. For further context, information on relevant parliamentary roles of Canterbury-based MPs (whether select committee roles, parliamentary under-secretaries or party

spokesperson roles) have also been included to give the full picture of possible engagement on priority issues with parliamentarians.

4. Confirmation is sought from the Mayoral Forum on the make-up of the various sub-groups prior to arranging the planned engagement with ministers.

## **Next steps**

5. Subject to any comments the Forum has on the subgroups and key messages for the meetings, the secretariat will proceed with liaising with ministers' offices to arrange meetings between ministers and the Mayoral Forum.
6. The secretariat will also liaise with members of the Greater Christchurch Partnership to ensure that consistent messages, where appropriate, are included in the messaging for Ministerial visits.

## **Attachments**

- Appendix 1: Matrix of proposed attendees and key messages for meetings with ministers

## Appendix 1: Matrix of proposed attendees and key messages for meetings with ministers

<b>PRIORITY ISSUE: ESSENTIAL FRESHWATER</b>			
<b>Relevant Minister(s)</b>	<ul style="list-style-type: none"> <li>Hon David Parker (Minister for the Environment)</li> <li>Hon Damien O'Connor (Minister of Agriculture)</li> <li>Hon Stuart Nash (Minister for Economic and Regional Development)</li> </ul>		
<b>Associate Minister(s)</b>	<ul style="list-style-type: none"> <li>Hon Kiri Allan (Associate Minister for the Environment - policy development related to Māori rights and interests in natural resources, primarily resource management reform and freshwater policy)</li> </ul>		
<b>Select committee membership (Canterbury-based MPs)</b>	<p>Environment Committee:</p> <ul style="list-style-type: none"> <li>Hon Eugenie Sage, Chair</li> <li>Stuart Smith, Member</li> </ul>		
<b>Relevant Canterbury-based MP party spokespeople</b>	<ul style="list-style-type: none"> <li>Hon Eugenie Sage, Green Party spokesperson for the environment and conservation</li> </ul>		
<b>Key messages</b>	<ul style="list-style-type: none"> <li>Good progress has been made under CWMS</li> <li>Canterbury is well positioned to adapt to the new requirements</li> <li>The Forum has acknowledged the concern and uncertainty for community, while noting Essential Freshwater is statutory requirement.</li> <li>We must all work together to implement in way that achieve best outcomes for Canterbury.</li> <li>Implementing Te Mana o te Wai is a significant shift. It is not a Ngāi Tahu concept so we all must work together to develop an understanding of what it means for implementation in Canterbury</li> <li>There is the potential that some regulations will be unachievable without catastrophic impact on the Canterbury economy</li> </ul>		
<b>Mayoral Forum subgroup members and Steering Groups</b>	<table border="0"> <tr> <td style="vertical-align: top;"> <p>Subgroup:</p> <ul style="list-style-type: none"> <li>Dan Gordon</li> <li>Marie Black</li> <li>Nigel Bowen</li> <li>Neil Brown</li> <li>Graham Smith</li> <li>Jenny Hughey</li> </ul> </td> <td style="vertical-align: top; padding-left: 20px;"> <p>Essential Freshwater Steering Group:</p> <ul style="list-style-type: none"> <li>Jenny Hughey</li> <li>Stefanie Rixecker</li> <li>Dan Gordon</li> <li>Neil Brown</li> <li>Marie Black</li> <li>Nigel Bowen</li> <li>Craig Mackle</li> <li>Craig Rowley</li> <li>Graham Smith</li> <li>CCC rep</li> <li>Ngāi Tahu rep</li> </ul> </td> </tr> </table>	<p>Subgroup:</p> <ul style="list-style-type: none"> <li>Dan Gordon</li> <li>Marie Black</li> <li>Nigel Bowen</li> <li>Neil Brown</li> <li>Graham Smith</li> <li>Jenny Hughey</li> </ul>	<p>Essential Freshwater Steering Group:</p> <ul style="list-style-type: none"> <li>Jenny Hughey</li> <li>Stefanie Rixecker</li> <li>Dan Gordon</li> <li>Neil Brown</li> <li>Marie Black</li> <li>Nigel Bowen</li> <li>Craig Mackle</li> <li>Craig Rowley</li> <li>Graham Smith</li> <li>CCC rep</li> <li>Ngāi Tahu rep</li> </ul>
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<b>PRIORITY ISSUE: FREIGHT TRANSPORT</b>	
<b>Relevant Minister(s)</b>	<ul style="list-style-type: none"> <li>• Hon Michael Wood (Minister of Transport)</li> <li>• Hon Grant Robertson (Minister for Infrastructure)</li> </ul>
<b>Associate Minister(s)</b>	Nil
<b>Select committee membership (Canterbury-based MPs)</b>	Nil
<b>Relevant Canterbury-based MP party spokespeople</b>	Nil
<b>Key messages</b>	<ul style="list-style-type: none"> <li>• The Mayoral Forum has consistently advocated for a multi-modal freight network that <ul style="list-style-type: none"> <li>○ increases the region's resilience to natural disasters</li> <li>○ ensures efficient movement of freight within Canterbury and the South Island, between the North and South Islands, and to global markets</li> </ul> </li> <li>• The Mayoral Forum seeks greater utilisation of rail and coastal shipping for long-distance freight to improve road safety, our carbon footprint, and reduce levels of wear and tear on the roads</li> <li>• The Mayoral Forum's goal is consistent with government policy to help New Zealand's freight network to become more sustainable and efficient, including through coastal shipping.</li> </ul>
<b>Mayoral Forum subgroup members</b>	<ul style="list-style-type: none"> <li>• Dan Gordon</li> <li>• Neil Brown</li> <li>• Jenny Hughey</li> <li>• Nigel Bowen</li> </ul>

<b>PRIORITY ISSUE: THREE WATERS</b>			
<b>Relevant Minister(s)</b>	<ul style="list-style-type: none"> <li>Hon Nanaia Mahuta (Minister of Local Government)</li> </ul>		
<b>Associate Minister(s)</b>	<ul style="list-style-type: none"> <li>Hon Kiri Allan (Associate Minister for the Environment - matters relating to urban water management and policy, including Three Waters infrastructure and services)</li> </ul>		
<b>Select committee membership (Canterbury-based MPs)</b>	<p>Governance and Administration Committee:</p> <ul style="list-style-type: none"> <li>Nicola Grigg (Member)</li> </ul> <p>Health Committee (<i>Water Services Bill</i>):</p> <ul style="list-style-type: none"> <li>Tracey McLellan (Deputy Chair)</li> <li>Matt Doocey (Member)</li> <li>Sarah Pallett (Member)</li> <li>Tony Severin (Member)</li> </ul>		
<b>Relevant Canterbury-based MP party spokespeople</b>	<ul style="list-style-type: none"> <li>Hon Eugenie Sage (Green Party associate spokesperson for local government (Three Waters))</li> </ul>		
<b>Key messages</b>	<ul style="list-style-type: none"> <li>The Mayoral Forum and Ngāi Tahu are partnering in the Canterbury Three Waters service delivery review</li> <li>The project partners are proactively undertaking the review in preparation for central government decisions on three waters</li> <li>The review was commissioned to provide councils and mana whenua with a clear understanding of the Three Waters assets within the region, and the options available for service delivery and funding arrangements</li> <li>The review will be complete in March</li> <li>The project partners are working together to ensure a strong voice for Canterbury in the government-led reform programme</li> </ul>		
<b>Mayoral Forum subgroup members and Steering Groups</b>	<table border="0"> <tr> <td> <p>Subgroup:</p> <ul style="list-style-type: none"> <li>Craig Rowley</li> <li>Lianne Dalziel</li> <li>Marie Black</li> <li>Graham Smith</li> <li>Gary Kircher</li> </ul> </td> <td> <p>Three Waters Steering Group:</p> <ul style="list-style-type: none"> <li>Sam Broughton</li> <li>Lianne Dalziel</li> <li>Dan Gordon</li> <li>Craig Rowley</li> <li>Gary Kircher</li> <li>Ngāi Tahu representative</li> </ul> </td> </tr> </table>	<p>Subgroup:</p> <ul style="list-style-type: none"> <li>Craig Rowley</li> <li>Lianne Dalziel</li> <li>Marie Black</li> <li>Graham Smith</li> <li>Gary Kircher</li> </ul>	<p>Three Waters Steering Group:</p> <ul style="list-style-type: none"> <li>Sam Broughton</li> <li>Lianne Dalziel</li> <li>Dan Gordon</li> <li>Craig Rowley</li> <li>Gary Kircher</li> <li>Ngāi Tahu representative</li> </ul>
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<b>PRIORITY ISSUE: EDUCATION AND IMMIGRATION - BUILDING A SKILLED WORKFORCE</b>	
<b>Relevant Minister(s)</b>	<ul style="list-style-type: none"> <li>• Hon Chris Hipkins (Minister of Education)</li> <li>• Hon Kris Faafoi (Minister of Immigration)</li> </ul>
<b>Associate Minister(s)</b>	--
<b>Select committee membership (Canterbury-based MPs)</b>	Education and Workforce Committee: <ul style="list-style-type: none"> <li>• Jo Luxton (Member)</li> </ul>
<b>Relevant Canterbury-based MP party spokespeople</b>	<ul style="list-style-type: none"> <li>• Matt Doocey (National Party spokesperson for social development and employment)</li> </ul>
<b>Key messages</b>	<ul style="list-style-type: none"> <li>• Canterbury has a slightly lower educational attainment rate than the rest of the country</li> <li>• The Mayoral Forum has advocated for an improvement of the transition of secondary students to work, further study, or training</li> <li>• The Mayoral Forum would like to work with central government on facilitating the safe return of international students</li> <li>• Central government must design education and immigration policies that deliver a skilled workforce now and into the future.</li> </ul>
<b>Mayoral Forum subgroup members</b>	<ul style="list-style-type: none"> <li>• Dan Gordon</li> <li>• Craig Mackle</li> <li>• Lianne Dalziel</li> </ul>

<b>PRIORITY ISSUE: ECONOMIC PROSPERITY THROUGH PRIMARY INDUSTRIES AND REGIONAL DEVELOPMENT</b>	
<b>Relevant Minister(s)</b>	<ul style="list-style-type: none"> <li>Hon Damien O'Connor (Minister of Agriculture, Trade and Export Growth, Land Information, Rural Communities)</li> <li>Hon Stuart Nash (Minister for Economic and Regional Development, Small Business)</li> </ul>
<b>Associate Minister(s)</b>	--
<b>Parliamentary Under-secretaries</b>	<ul style="list-style-type: none"> <li>Rino Tirikatene (Parliamentary Under-Secretary to the Minister for Oceans and Fisheries, and Minister for Trade and Export Growth (Māori Trade))</li> </ul>
<b>Select committee membership (Canterbury-based MPs)</b>	<p>Primary Production:</p> <ul style="list-style-type: none"> <li>Jo Luxton (Chair)</li> </ul>
<b>Relevant Canterbury-based MP party spokespeople</b>	<ul style="list-style-type: none"> <li>Hon Eugenie Sage (Green Party spokesperson for Party spokesperson for forestry, land information, oceans and fisheries)</li> <li>Nicola Grigg, National Party spokesperson for trade</li> </ul>
<b>Key messages</b>	<ul style="list-style-type: none"> <li>The primary industries (and associated economic activity) play a central role in Canterbury's economy.</li> <li>The Forum launched a Food, Fibre and Innovation Programme in 2018 as part of our Canterbury Regional Economic Development Strategy, which identifies and promotes opportunities for sustainable, value-added primary production and high-value manufacturing.</li> <li>The Forum wants to grow the productive economy of Canterbury and create shared prosperity, while protecting our environment for future generations to enjoy.</li> <li>Recent initiatives in the FFIP programme include: <ul style="list-style-type: none"> <li>publication of a report on the state of the Canterbury food and fibre sector (prepared by Lincoln University)</li> <li>an infographic of the research and innovation ecosystem focused on food, fibre and agritech, and a visual representation of Canterbury-based businesses in the food, fibre and agritech supply chain</li> <li>launch of the Food, Fibre and Agritech Challenge (runs until May 2021). The challenge will accelerate 25 start-ups through the early stages of development, growing them into viable Canterbury businesses. This is in partnership with and funded by AgResearch, KiwiNet, Vodafone and others.</li> </ul> </li> <li>The Forum wishes to support the Government's 'Opportunities Grow Here' campaign to attract New Zealanders into food and fibre jobs, and ways to attract young people into the primary sectors, develop career paths and business opportunities to ensure progressive succession and sustainable land use.</li> <li>The Forum also wishes to support the Fit for a Better World roadmap and understand how we might contribute to it.</li> </ul>

	<ul style="list-style-type: none"><li>• Forum members see opportunities for investments through the Regional Strategic Partnership Fund and look forward to working with you on where this may benefit Canterbury initiatives.</li></ul>
<b>Mayoral Forum subgroup members</b>	<ul style="list-style-type: none"><li>• Craig Rowley</li><li>• Jenny Hughey</li><li>• Neil Brown</li><li>• Graham Smith</li><li>• Marie Black</li><li>• Nigel Bowen</li></ul>

<b>PRIORITY ISSUE: BIODIVERSITY</b>	
<b>Relevant Minister(s)</b>	<ul style="list-style-type: none"> <li>• Hon David Parker (Minister for the Environment)</li> <li>• Hon Kiri Allan (Minister of Conservation)</li> </ul>
<b>Associate Minister(s)</b>	<ul style="list-style-type: none"> <li>• Hon James Shaw (Associate Minister for the Environment – Biodiversity)</li> </ul>
<b>Select committee membership (Canterbury-based MPs)</b>	<p>Environment Committee:</p> <ul style="list-style-type: none"> <li>• Hon Eugenie Sage, Chair</li> <li>• Stuart Smith, Member</li> </ul>
<b>Relevant Canterbury-based MP party spokespeople</b>	<ul style="list-style-type: none"> <li>• Hon Eugenie Sage, Green Party spokesperson for conservation</li> <li>• Jacqui Dean, National Party spokesperson for conservation</li> </ul>
<b>Key messages</b>	<ul style="list-style-type: none"> <li>• The Mayoral Forum is overseeing a review of the Canterbury Biodiversity Strategy 2008 to ensure alignment with the national biodiversity strategy and the proposed indigenous biodiversity national policy statement.</li> <li>• The Mayoral Forum has facilitated the establishment of a cross-regional councillor working group to facilitate and support a regional approach to biodiversity management</li> </ul>
<b>Mayoral Forum subgroup members</b>	<ul style="list-style-type: none"> <li>• Jenny Hughey</li> <li>• Marie Black</li> </ul>

<b>PRIORITY ISSUE: CLIMATE CHANGE</b>			
<b>Relevant Minister(s)</b>	<ul style="list-style-type: none"> <li>Hon James Shaw (Minister of Climate Change)</li> </ul>		
<b>Associate Minister(s)</b>	--		
<b>Select committee membership (Canterbury-based MPs)</b>	Environment Committee: <ul style="list-style-type: none"> <li>Hon Eugenie Sage, Chair</li> <li>Stuart Smith, Member</li> </ul>		
<b>Relevant Canterbury-based MP party spokespeople</b>	<ul style="list-style-type: none"> <li>Stuart Smith, National Party spokesperson for climate change</li> <li>Hon Eugenie Sage, Green Party spokesperson for the environment</li> </ul>		
<b>Key messages</b>	<ul style="list-style-type: none"> <li>Responding to climate change is an urgent priority for all of Canterbury's diverse communities</li> <li>The Mayoral Forum has commissioned a regional climate change assessment to identify critical gaps in adaptation planning</li> <li>The Mayoral Forum has strongly encouraged all Canterbury local authorities to complete carbon footprint assessments to inform action plans for reductions</li> <li>A Climate Change Steering Group has been set up to provide support and oversight of the regional climate change working group</li> </ul>		
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<b>PRIORITY ISSUE: REGIONAL ECONOMIC DEVELOPMENT AND TOURISM</b>	
<b>Relevant Minister(s)</b>	<ul style="list-style-type: none"> <li>• Hon Stuart Nash (Minister for Economic and Regional Development; Minister of Tourism)</li> <li>• Hon Grant Robertson (Minister for Infrastructure)</li> <li>• Hon Nanaia Mahuta (Minister of Local Government - Freedom Camping)</li> <li>• Hon Jan Tinetti (Minister of Internal Affairs – Freedom Camping)</li> </ul>
<b>Associate Minister(s)</b>	--
<b>Select committee membership (Canterbury-based MPs)</b>	--
<b>Relevant Canterbury-based MP party spokespeople</b>	--
<b>Key messages</b>	<ul style="list-style-type: none"> <li>• Our districts have strong regional development programmes.</li> <li>• We wish to engage with the Government's planned Regional Strategic Partnership Fund to progress infrastructure projects and other regional development initiatives.</li> <li>• Our regional development programmes are well-aligned with the purpose of the Strategic Partnership Fund to support the growth of new and innovative industries, deliver sustainable employment opportunities, and further regions' economic development</li> <li>• The Mayoral Forum led work on the draft South Island Destination Management Plan, with support from other South Island mayors.</li> <li>• The Mayoral Forum has advocated for cross-agency alignment and collaboration between local authorities, the Department of Conservation, Land Information New Zealand and the New Zealand Transport Agency in managing freedom camping.</li> <li>• The Forum has sought a review of the Freedom Camping Act 2011, including reversing the presumption that freedom camping is permissible except where prohibited by a local by-law.</li> </ul>
<b>Mayoral Forum subgroup members</b>	<ul style="list-style-type: none"> <li>• Lianne Dalziel</li> <li>• Graham Smith</li> <li>• Craig Mackle</li> <li>• Gary Kircher</li> <li>• Nigel Bowen</li> <li>• Neil Brown</li> <li>• Dan Gordon</li> </ul>

<b>PRIORITY ISSUE: RESOURCE MANAGEMENT REFORM AND URBAN DEVELOPMENT</b>	
<b>Relevant Minister(s)</b>	<ul style="list-style-type: none"> <li>Hon Dr Megan Woods (Minister of Housing)</li> <li>Hon David Parker (Minister for the Environment)</li> </ul>
<b>Associate Minister(s)</b>	<ul style="list-style-type: none"> <li>Hon Phil Twyford (Associate Minister for the Environment - administration of the National Policy Statement on Urban Development 2020 and working with the Minister on policy development and other matters relating to urban policy (including resource management reform))</li> <li>Hon Kiri Allan (Associate Minister for the Environment - policy development related to Māori rights and interests in natural resources, primarily resource management reform and freshwater policy)</li> </ul>
<b>Select committee membership (Canterbury-based MPs)</b>	<p>Environment Committee:</p> <ul style="list-style-type: none"> <li>Hon Eugenie Sage, Chair</li> <li>Stuart Smith, Member</li> </ul>
<b>Relevant Canterbury-based MP party spokespeople</b>	<ul style="list-style-type: none"> <li>Hon Eugenie Sage (Green Party spokesperson for the environment)</li> </ul>
<b>Key messages</b>	<ul style="list-style-type: none"> <li>The planned resource management reforms are significant and will have long-term effects for Canterbury</li> <li>The Mayoral Forum wishes to engage with the government effectively to ensure Canterbury's interests are recognised in the new legislation</li> </ul>
<b>Mayoral Forum subgroup</b>	<ul style="list-style-type: none"> <li>Jenny Hughey</li> <li>Lianne Dalziel</li> </ul>

**Date:** 19 February 2021

**Presented by:** Sam Broughton, Chair

## **South Island Destination Management Plan – Next steps**

### **Purpose**

1. This paper provides an update on the South Island Destination Management Plan (SIDMP) and seeks the Forum's view on proceeding with its intended next steps.

### **Recommendations**

**That the Canterbury Mayoral Forum:**

- 1. note the update provided in this paper**
- 2. consider the range of options for progressing destination management work**
- 3. decide whether to proceed with Stage 2 of the South Island Destination Management Plan in its current form at its meeting in August 2021.**

### **Background**

2. The Mayoral Forum initiated work on a South Island Destination Management Plan (SIDMP) in 2018. The Provincial Growth Fund (PGF) provided development phase funding of \$250,000 in March 2019 to support this work.
3. Stafford Strategy was engaged to develop the SIDMP for 2019-30. This was presented to the Mayoral Forum in March 2020. LGNZ Zone 5 and 6 Mayors were updated on SIDMP progress and the impact of COVID-19 at their meeting in October 2020.
4. The *Canterbury Mayoral Forum's Plan for Canterbury* has an action to decide on whether to progress to Stage 2 of the SIDMP by 30 December 2020.
5. At its meeting in September 2020, the Mayoral Forum agreed to:
  - invite ChristchurchNZ to present to it on how Canterbury regional tourism organisations (RTOs) are working together on a post-Covid-19 response and recovery and implementation of the SIDMP
  - advocate with government for prioritised investment in South Island destination management, rather than visitor attraction, as the country plans for the future of tourism.

6. ChristchurchNZ is unable to attend the 19 February Mayoral Forum but provided input into this paper on matters relevant to bullet point one above.
7. Tourism, destination management and freedom camping were all raised with the Minister of Tourism and relevant ministerial colleagues late in 2020.

## **Stage 1 recommendations**

8. The SIDMP sets out 191 recommendations (177 being development and investment projects, and 14 “building block” recommendations). The building block recommendations focus on upskilling the industry, enhancing the structure of tourism, improving operators’ digital presence, policy development and enabling stronger collaboration.
9. The Plan categorises the recommendations into three tiers; the first tier being catalyst projects and building blocks to set the foundation for unlocking opportunities, attracting investment and visitors, and/or improving awareness and perceptions of tourism in New Zealand. Twenty one of the 191 projects are in tier one. These are listed in Appendix 1 and include initiatives such as:
  - sub-regional destination branding projects
  - a Destination Management Office structure for consideration
  - tourism data masterplan
  - P2P Accommodation policy (South Island wide)
  - tourism community awareness and engagement campaign
  - a telecommunications strategy for the South Island
  - visitor accommodation projects
  - site planning projects (for Milford Sound and Franz Josef Glacier)
  - airport projects, event and stadium facilities.
10. It also includes a recommendation for stronger collaboration and governance across the sector, potentially through the establishment of one or more destination management offices.
11. ChristchurchNZ has advised that no agency or organisation is monitoring the projects and activities recommended for progression in the SIDMP.

## **The Plan’s proposed next steps**

12. The SIDMP identifies Stage 2 for the project as implementing the SIDMP through a collaborative process with each South Island territorial authority over a 12-month period. The Plan notes this will require:
  - formally seeking funding support from central government to assist with the implementation of the SIDMP

- ongoing liaison with each TLA or agency leading each project/activity to ensure that specific requirements are developed for destination management activations.
- active engagement with all Economic Development Agencies (EDA) and RTOs across the South Island
- involvement of the Ministry of Business, Innovation and Employment, the Department of Conservation and Tourism New Zealand to ensure appropriate support is available to each local authority to deliver the SIDMP.
- 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
- assisting with feasibility and other studies required for project development and delivery
- 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.

13. The Mayoral Forum has no budget set aside for implementing Phase 2 of the SIDMP.

## **Developments since publication of the SIDMP**

14. The tourism sector was clearly heavily impacted by the COVID-19 pandemic. The virus's effect was only just beginning to have an impact at the time the Plan was completed. Much has changed in the sector since, and this was not able to be foreseen at the time it was written.
15. Despite the significant challenges, the pandemic has also been an opportunity to re-imagine what tourism and destination management might look like in the future, particularly regarding environmental sustainability.

## **Government response to COVID-19 impact on tourism and destination management**

16. The Government announced a tourism recovery package in May 2020, some months after the SIDMP was completed. As such, the SIDMP does not consider the initiatives or new funding mechanisms for the industry in the recovery package.
17. The package includes funding for a strategic tourism assets protection programme, a tourism futures taskforce, and a regional events fund. Updates on each of these initiatives are set out below.

### ***Strategic Tourism Assets Protection Programme***

18. The Strategic Tourism Assets Protection Programme (STAPP) was established to protect key assets in New Zealand's tourism landscape to ensure their survival through the disruption caused by the pandemic.
19. Tourism Recovery Ministers approved funding from the Programme for 130 tourism assets on 27 November 2020. They further approved a total of \$20.2 million in funding spread across all New Zealand's 31 RTOs<sup>1</sup>.
20. RTO funding was conditional on the completion of investment plans, which have since been assessed and confirmed. The STAPP is intended to support RTOs to implement destination management and planning and encourage more people to explore their regions. The funding will also allow RTOs to support the broader tourism industry, stimulate regional demand, increase industry capability and progress the goals of the New Zealand-Aotearoa Government Tourism Strategy.
21. The RTO funding can be used for destination management, domestic marketing, business events activity, product development and industry capability building. It cannot be used for international marketing, i-SITEs, funding or grants for events or local tourism organisations, or capital expenditure for RTOs. The funding must also be used in collaboration with neighbouring regional tourism organisations.

### ***Tourism futures taskforce***

22. In June 2020, the Minister of Tourism set up the independent New Zealand Tourism Futures Taskforce (the Taskforce) following the significant change to global travel and tourism in New Zealand because of COVID-19. The main purpose of the Taskforce is to advise on what changes New Zealand can make to the tourism system, so that tourism enriches both New Zealand and the wellbeing of New Zealanders.
23. The Taskforce will also make recommendations to address the long-standing productivity, inclusivity and sustainability (environmental, social and economic) issues present in some parts of the tourism sector. The recommendations will be aligned with the four capitals in the Treasury's Living Standards Framework.
24. It is expected that final recommendations and steps for implementation will be available in April this year.

### ***Regional Events Fund***

25. In November 2020, the Government announced how it will allocate its \$50 million Regional Events Fund. The Fund is designed to stimulate domestic tourism and travel between regions through holding events. It is intended to support the tourism and

<sup>1</sup> Details on the recipients of the STAPP fund are available here:

<https://www.mbie.govt.nz/immigration-and-tourism/tourism/tourism-recovery/strategic-tourism-assets-protection-programme/funding-recipients/>

events sector, and replace some of the spend from international tourists, because of COVID-19. South Island regional marketing collectives, including the following RTO areas: Christchurch, Aōraki, Mackenzie, Hurunui, West Coast, Kaikōura, Wanaka, Queenstown, Central Otago, Fiordland, Dunedin, Southland, Waitaki, and Clutha<sup>2</sup> have been allocated \$18.5 million from this fund.

26. Panels (including RTO representatives) representing each collective will determine how the funding is distributed through a Regional Investment Plan (which will be approved by the Ministry of Business, Innovation and Employment).

### **Implementation of the SIDMP by local authorities and RTOs**

27. The key recommendation about collaboration has been used as a framework for South Island RTOs to work more closely together in recent months.
28. For example, in December 2020 ChristchurchNZ, Mackenzie, Mid Canterbury, Kaikōura, Hurunui, the West Coast, Selwyn, Timaru and Waimakariri RTOs in conjunction with Christchurch International Airport launched the 3-5 year ExploreCHC campaign to attract domestic visitors to Canterbury and the West Coast. The campaign is intended to showcase how around 70,000 square kilometres making up Canterbury and the West Coast (nearly half the South Island) offers visitors the entire New Zealand experience all within reach of Ōtautahi Christchurch<sup>3</sup>.
29. ChristchurchNZ has also led a large part of the South Island's tourism response to COVID-19, developing a "Pivot to Domestic" programme for tourism operators and coordinating the ExploreCHC campaign noted above.
30. Destination Queenstown and Lake Wanaka Tourism have also created a joint "Flatten the Hill" campaign, currently under way, which is aimed at residents to explore the region and spend time on both sides of the Crown Range.
31. Another example is the 45 SOUTH NZ project, which is a collaboration between all 8 lower South Island RTOs to develop a network of touring routes throughout Otago and Southland to showcase unique, diverse and sustainable visitor offerings and experiences. The development is a priority project in each of the RTOs' STAPP investment plans.
32. In addition, some RTOs have used the SIDMP as a base guide to develop their own regional destination management plans. For instance, Destination Marlborough and the Nelson Regional Development Agency are undertaking their own plans with a view to feeding into a future overarching destination management plan for the "Top of the South" region. They are also jointly running a "Top of the South" campaign in Auckland at present.

<sup>2</sup> Details on how the Fund will operate are available here: <https://www.mbie.govt.nz/immigration-and-tourism/tourism/tourism-recovery/regional-events-fund/>

<sup>3</sup> The base website for the campaign is: <https://www.christchurchnz.com/explore/explorechc>

33. Tourism Waitaki is also undertaking a destination management strategy project, which will lead to a plan in due course.

## **Progressing Stage 2 of SIDMP**

34. Should the Mayoral Forum decide to progress with implementing Stage 2 of the Plan, this would require:
- confirming support for the SIDMP recommendations, including investigating the establishment of one or more destination management offices for the South Island or regionally
  - re-confirming support across the South Island for its implementation
  - reviewing progress with each item since the Plan was completed, considering the time that has passed since it was completed, and the Government's COVID-19 tourism recovery response described above
  - confirming an approach to staging the tier one and building block projects
  - ongoing project management to track progress with implementing the range of projects
  - ongoing advocacy with Ministers and government agencies for funding to support some of the projects.
35. The Mayoral Forum budget does not have current funding or resourcing available for implementation of Stage 2 of the SIDMP.
36. The work would require project management by a person or agency with expertise in destination management, particularly given the recommendation to investigate setting up destination management offices. The involvement of an individual or agency with expertise would be crucial to the effective implementation of the Plan (like the approach taken to the Three Waters review). Alternatively, the Mayoral Forum could request that RTOs undertake this work and report regularly to it. This may also require additional resources within RTOs.
37. Should the Mayoral Forum choose to progress the SIDMP now, the advantage is that RTOs are already working together on collaborating to advance the key themes of the Plan. Implementing Stage 2 will formalise this direction and may give greater momentum to the work already under way.
38. However, with the direction for destination management still unclear, and the outcomes of the Tourism Futures Taskforce not due until April, proceeding with Stage 2 now and in its current form could mean that work completed between now and then may need to be paused, or significantly realigned and/or refocused down the track.

## Potential alternatives

39. Given how much the situation and outlook for tourism and destination management has changed since the Plan was drafted, the Mayoral Forum may wish to consider other options as alternative next steps for this work. These include:

- put the decision to progress with Stage 2 on hold until such time as the outlook and direction for tourism is clearer
- note the SIDMP as a useful framework for the South Island and focus future work on a regionalised plan for Canterbury to develop well-managed, sustainable visitor destinations across the region.

40. Discussion on both options is provided below.

### ***Postpone deciding on Stage 2 of the SIDMP***

41. Timeframes for the opening of New Zealand's borders and the resumption of some form of international travel are still very unclear. Regardless, the future of tourism will be different. The Minister of Tourism has made public comments that he expects the future of tourism to focus on attracting "high value and high spending visitors who buy into our own vision of sustainability"<sup>4</sup>, and expects that tourists will pick up more of the cost of their visit instead of ratepayers and taxpayers. As an example, the Minister has indicated that freedom camping rules will undergo major changes, including banning the leasing or hiring out of vans that do not contain toilets<sup>5</sup>.

42. In addition, as noted above, the New Zealand Tourism Futures Taskforce will likely report in April 2021 this year on what changes New Zealand can make to the tourism system, so that tourism enriches both New Zealand and the wellbeing of New Zealanders. This will also impact approaches to destination management across New Zealand.

43. The Secretariat understands ChristchurchNZ will brief Zone 5 and 6 Mayors on 15/16 March with an update on potential plans for a Trans-Tasman travel bubble and relaxation of travel restrictions, and how RTOs might respond if and when this occurs. Planning for a travel bubble and/or relaxation of travel restrictions will be the next significant piece of work for the RTOs and may further impact the implementation of the SIDMP.

44. Given the possible changes on the horizon for tourism, and the resulting effect on destination management, it may be prudent to wait to decide on proceeding with the SIDMP until the policy direction from government is clearer. At that point, the SIDMP could be reviewed and refocused to align with government direction.

<sup>4</sup> Minister of Tourism, November 2019 speech: <https://www.beehive.govt.nz/speech/tourism-industry-aotearoa-conference>

<sup>5</sup> <https://www.stuff.co.nz/travel/news/300161375/tourism-minister-to-ban-tourists-from-hiring-vans-that-are-not-selfcontained>

45. Should the Mayoral Forum wish to choose this option, it is recommended that the Secretariat bring this item back to the August 2021 meeting. While resourcing the implementation of the Plan will still be an issue to resolve at this time, postponing the decision to progress will also provide further time to consider and confirm the best way to fund this project.

### ***Focus on a regional approach going forward***

46. The SIDMP is a useful stocktake of destination management requirements and priorities across the South Island at the time it was written. With this stocktake now complete, and given how much has changed in the sector since the Plan was written and the range of other priorities the Mayoral Forum has before it, it may be preferable to focus on progressing the Canterbury items in the Plan to ensure a coordinated approach across the region, and keep a watching brief on the wider collaborations between South Island RTOs that are currently in place.
47. The Mayoral Forum may wish to consider its strategic priorities for destination management to help guide implementation of such a regional approach; for example, sustainability and/or growth.
48. To achieve this, the Forum could:
- agree the SIDMP is a valuable foundation document for guiding future regional work on destination management
  - confirm the Mayoral Forum's priorities for tourism and destination management
  - ask ChristchurchNZ to lead coordination between Canterbury RTOs to implement Canterbury-focused destination management priorities, and report to the Forum regularly with updates
  - write to RTOs across the South Island to encourage them to collaborate on destination management and seek regular reports from ChristchurchNZ on behalf of Canterbury RTOs on progress.
  - consider how this work could be funded.

## **Cost, compliance and communication**

### **Financial implications**

49. There is no budget set aside for progressing Stage 2 of the Plan. If this option is chosen, a funding source for resourcing the work is required.

### **Next steps**

50. Request the Secretariat maintain a watching brief on tourism and destination management, and bring the decision on implementing Stage 2 of the Plan to the August 2021 Mayoral Forum meeting

51. Ask ChristchurchNZ to lead coordination between Canterbury RTOs to implement Canterbury-focused destination management priorities, and report to the Forum at its May 2021 meeting.

## **Attachments**

- Appendix 1 - Excerpt from SIDMP: Tier 1 and building block recommendations

## Tier 1 recommendations

Full list of Tier 1 recommendations

Table 17 summarises the Tier 1 Catalyst Projects. These projects achieved a top-five score based on the ranking matrix (note there were some projects which achieved equal scores hence there may be more than five projects included) or are categorised as a Building Block recommendation.

Every effort has been made to offer a highly objective assessment process for determining what projects get designated at Tier 1 Catalyst projects. Invariably, some stakeholders and TLAs may feel their project is more

noteworthy than others. Over time, it will be essential that projects get reassessed as changing circumstances will impact on the prioritisation criteria. A process of regular reviews will therefore help provide support for stakeholders and TLAs wanting to see their projects increase in priority status.

Of the 21 Tier 1 Catalyst recommendations, 14 are Building Block recommendations, three are visitor accommodation projects, two are site planning projects (for Milford Sound

and Franz Josef Glacier) and the remaining two are airport projects, event and stadium facilities.

It is important to note that the estimated investment amounts are purely indicative only (unless provided by a project proponent). Therefore, for many projects, the refined capital investment costs will not be known until feasibility studies and business cases are completed. This latter requirement was not possible within the scope of this DMP.

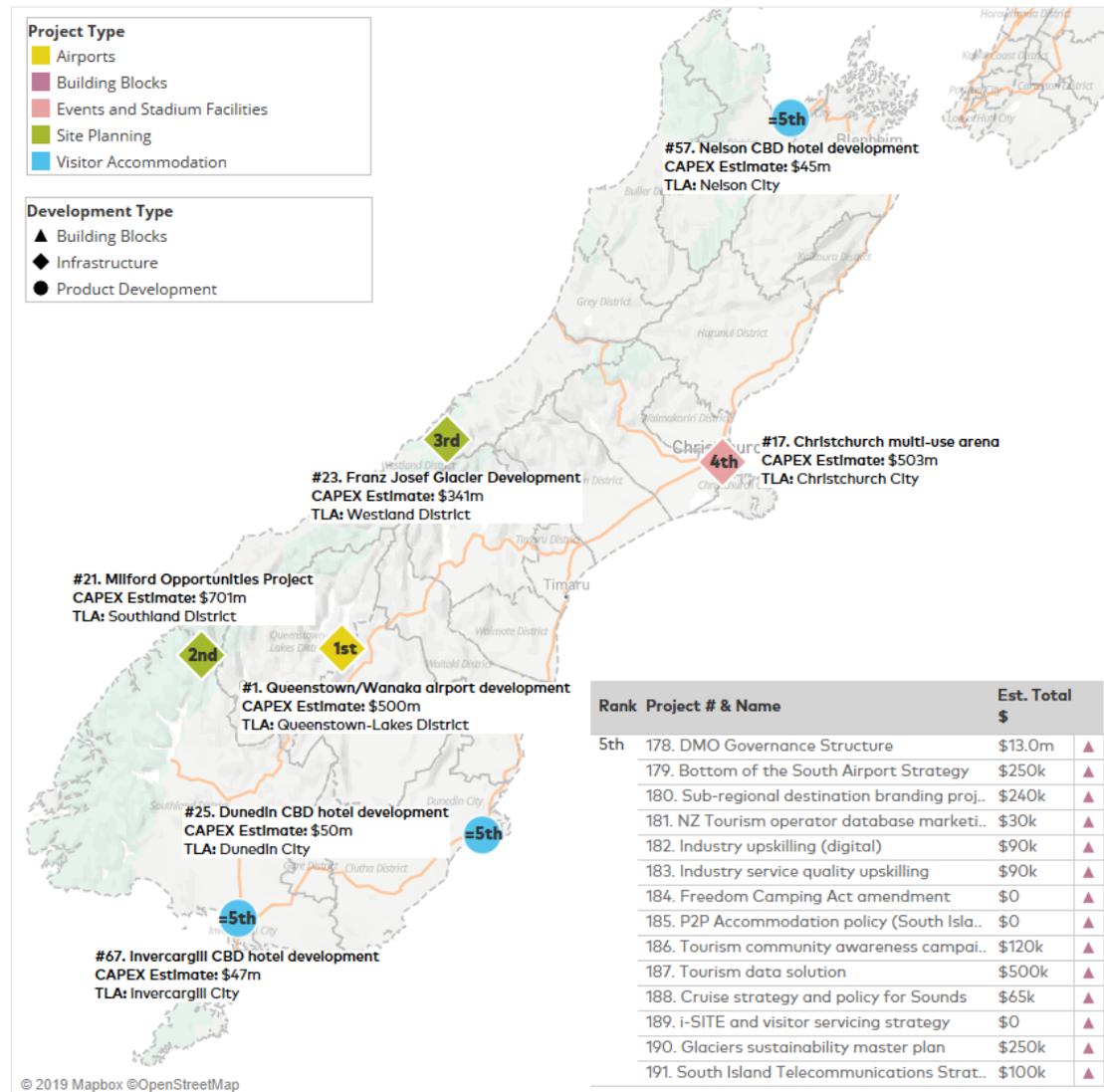
Table 17: Tier 1 catalyst recommendations

Rank	Project Name	TLA	Investment Type	Est. Private \$	Est. Public \$	PPP			Total Est. \$	Project Category
						Est. Total PPP \$	Est. PPP Private \$	Est. PPP Public \$		
1st	#1 Queenstown/Wanaka airport development	Queenstown	PPP	\$0	\$0	\$500.0m	\$350.0m	\$150.0m	\$500.0m	Airports
2nd	#21 Milford Opportunities Project	Southland	PPP	\$0	\$0	\$700.8m	\$280.8m	\$420.0m	\$700.8m	Site Planning
3rd	#23 Franz Josef Glacier Development	Westland	PPP	\$0	\$0	\$341.3m	\$203.3m	\$138.0m	\$341.3m	Site Planning
4th	#17 Christchurch multi-use arena	Christchurch	Public	\$0	\$503.0m	\$0	\$0	\$0	\$503.0m	Events and Stadium Facilities
=5th	#25 Dunedin CBD hotel development	Dunedin	Private	\$50.0m	\$0	\$0	\$0	\$0	\$50.0m	Visitor Accommodation
=5th	#57 Nelson CBD hotel development	Nelson	Private	\$45.0m	\$0	\$0	\$0	\$0	\$45.0m	Visitor Accommodation
=5th	#67 Invercargill CBD hotel development	Invercargill	Private	\$46.9m	\$0	\$0	\$0	\$0	\$46.9m	Visitor Accommodation
=5th	#178 DMO Governance Structure	South Island	Public	\$0	\$0	\$13.0m	\$0	\$13.0m	\$13.0m	Building Blocks
=5th	#179 Bottom of the South Airport Strategy	South Island	Public	\$0	\$0	\$250k	\$0	\$250k	\$250k	Building Blocks
=5th	#180 Sub-regional destination branding projects	South Island	Public	\$0	\$0	\$240k	\$0	\$240k	\$240k	Building Blocks
=5th	#181 NZ Tourism operator database marketing push	South Island	Public	\$0	\$0	\$30k	\$0	\$30k	\$30k	Building Blocks
=5th	#182 Industry upskilling (digital)	South Island	Public	\$0	\$0	\$90k	\$0	\$90k	\$90k	Building Blocks

Rank	Project Name	TLA	Investment Type	Est. Private \$	Est. Public \$	PPP			Total Est. \$	Project Category
						Est. Total PPP \$	Est. PPP Private \$	Est. PPP Public \$		
=5th	#183 Industry service quality upskilling	South Island	Public	\$0	\$0	\$90k	\$0	\$90k	\$90k	● Building Blocks
=5th	#184 Freedom Camping Act amendment	South Island	Public	\$0	\$0	\$0	\$0	\$0	\$0	● Building Blocks
=5th	#185 P2P Accommodation policy	South Island	Public	\$0	\$0	\$0	\$0	\$0	\$0	● Building Blocks
=5th	#186 Tourism community awareness and engagement campaign	South Island	Public	\$0	\$0	\$120k	\$0	\$120k	\$120k	● Building Blocks
=5th	#187 Tourism data solution	South Island	Public	\$0	\$0	\$500k	\$0	\$500k	\$500k	● Building Blocks
=5th	#188 Cruise strategy and policy for Fiordland Sounds	South Island	Public	\$0	\$0	\$65k	\$0	\$65k	\$65k	● Building Blocks
=5th	#189 i-SITE and visitor servicing strategy	South Island	Public	\$0	\$0	\$0	\$0	\$0	\$0	● Building Blocks
=5th	#190 Glaciers sustainability master plan	South Island	Public	\$0	\$0	\$250k	\$0	\$250k	\$250k	● Building Blocks
=5th	#191 South Island Telecommunications Strategy	South Island	Public	\$0	\$0	\$100k	\$0	\$100k	\$100k	● Building Blocks

Figure 34 spatially maps the Tier 1 Catalyst recommendations and demonstrates that they are distributed throughout the South Island. It also shows the Building Block recommendations are South Island-wide, rather than TLA-specific.

Figure 34: Location of Tier 1 Catalyst recommendations



## Investment and Development Tier 1 Recommendations

The following sub-sections provide a more detailed explanation of the Tier 1 Investment and Development recommendations. They are based on research, consultation and analysis.

It is important to note that the estimated investment amounts are purely indicative only (unless provided by a project proponent). Therefore, for many projects, the refined capital investment costs will not be known until feasibility studies and business cases are completed. This latter requirement was not possible within the scope of this DMP.

### + Queenstown/Wanaka Airport Development

One of the Building Blocks identified is the need for a Bottom of the South Airport Strategy to determine ways to better utilise the number of existing airports which already exist. Interconnected with this is the need for a determination on whether to:

- expand the operating hours of Queenstown Airport to ensure ongoing inbound growth in domestic and international passenger arrivals can occur;
- expand and develop Wanaka Airport to allow the estimated 400k Wanaka domestic arrivals and departures to be accommodated outside of Queenstown Airport; and
- find an alternative airport site for the Queenstown-Lakes region to allow for future airport growth for the longer term.

As understood, engineering studies have already been undertaken on options for expanding Wanaka Airport to absorb the expected organic growth into Queenstown, but which is constrained by operating hours and other regulations. It is noted that there is an element of the community in Wanaka who are opposed to airport expansion their as well.

As the capacity constraint on Queenstown Airport is expected to be reached shortly, finding a longer-term and sustainable solution to handling further growth (locals and visitors) is crucial. Creating a win-win solution for all major stakeholders (businesses, community, government and visitors) is very challenging and may require the intervention of Central Government to determine an outcome.

The challenge with airport development is the length of time required to plan, consult, fund and develop an airport expansion or a new greenfield airport site. As understood, Queenstown Airport does not have the luxury of time, unless a do-nothing scenario is adopted, and this is not viewed as an acceptable by the major stakeholders.

#### ✦ Milford Opportunities Project

Milford Sound/Piopiotahi is **New Zealand's premier visitor attraction** and is a world-class iconic destination. It is **located in part of New Zealand's largest National Park** (Fiordland) and holds UNESCO World Heritage status.

In 2018, a record number of visitors – 946,000 - travelled to the iconic site and forecasts predict this may reach 1.2 million by 2023 and 2 million by 2035.

The Milford Opportunities Project is a response to the increasing pressures that Milford, Fiordland, and the wider tourism sector are experiencing. Increasing numbers and the opportunities for managing them is an issue that affects the environment, communities, and the economy. There is also a chance to create leveraging opportunities for Te Anau, Southland, and New Zealand Inc. The way visitors travel, particularly the trend away from the **'packaged bus tour' and towards greater numbers of Free Independent Travellers (FIT)**, has the potential to enable **spreading the load from 'must-do' visitor hotspots** to broader regional tourism where compelling product is offered.

The Milford Opportunities Project is led by a multi-agency team to find solutions for better managing visitor flows to Milford and to offer improved mechanisms for catering to forecasted visitor growth. It was established as a multi-agency project to look at how visitors are managed into the future at Milford Sound/Piopiotahi and along the Milford Road corridor.

It is important, however, that when looking at Milford opportunities, Milford is seen in its broadest context. The Milford experience is much more than just the activities that visitors can have in Milford Sound/Piopiotahi - the way people choose to travel there creates different opportunities along the way.

Milford Sound/Piopiotahi is seen as the key component of a larger footprint and therefore a larger suite of opportunities, including the Milford Road corridor and the greater Southland and Otago regions. And it raises important issues and options for the future role of key hubs such as Te Anau as well as other locations.

Finding solutions for Milford Sound/Piopiotahi may also offer guidance on how other New Zealand premier visitor attractions and sites can be future proofed for sustainable visitor growth and greater visitor management in the future.

#### ✦ Franz Josef Glacier Development

Fox and Franz Josef Glaciers are estimated to attract 800k visitors per annum, many coming to climb on the glaciers or helicopter/fly over them. More recently, Central Government has announced that the Fox Glacier road will be closed indefinitely after a report found it impractical to re-establish road access into the valley since its February closure.

The Glaciers are a key visitor attraction for the South Island, both as a major drawcard for the West Coast, and also as an important visitor spoke from Queenstown. The travelling circuit followed by many international visitors especially involves travelling from Christchurch to Queenstown or vice versa via the glaciers in Westland. Any reduction in access to the Glaciers could, therefore, have much wider regional implications for visitation to the West Coast in general and could put additional pressure on visitor flow patterns on Lake Tekapo and Aoraki Mount

Cook (which is the alternative route for many visitors travelling between Christchurch and Queenstown).

As understood, a number of development options are being considered for Franz Josef especially, to attempt to sustainably manage the visitor flows, especially with the road closure to Fox Glacier. Whatever is decided, finding mechanisms to better manage visitor flows and potential visitor growth within a highly challenging natural environment, will necessitate great care.

For the medium to longer-term, the implications of introducing new visitor management systems (taking into account The Alpine Fault and future seismic activity, ongoing natural climatic events such as major flooding etc) may necessitate identifying alternative visitor hubs and/or a cluster of experiences in and around other parts of Westland, to maintain the regional visitor economy which the glaciers and their supporting infrastructure have generated over many years within this region.

#### ✦ Christchurch Multi-Use Arena

The impact which the major new sporting and events arena will have on domestic visitor flows especially for Christchurch, cannot be underestimated. Pre the 2011 major earthquake, Christchurch was the dominant visitor hub for major sporting and other events for the South Island. The earthquake destroyed the infrastructure which is now in the process of being redeveloped.

During the interim period, Dunedin has captured the major South Island sporting events and major concerts and other events through its existing infrastructure.

When the new Christchurch multi-use arena is operational this will support far stronger shoulder and low season visitation to Christchurch; in addition, it will generate a renewed level of competition from Dunedin major stadium/arena facilities especially, who will be keen to retain the major events they have secured post the

Christchurch earthquake. And there are other sporting facilities and arenas in other South Island destinations such as Invercargill who will also be keen to continue to grow their major event activity.

The expected net effect of the new Christchurch multi-use arena is likely to be significant domestic visitor growth back into Christchurch supported by the existing strong aviation connections from many South and North Island generating markets, and the strong and growing accommodation offering which Christchurch is able to offer. In turn, this is likely to impact domestic visitation especially for a number of destinations throughout the South Island who have been able to attract major sporting events and concerts etc to existing stadiums and arenas in the absence of competition from Christchurch. The vexed issue will be whether South Island cities with major stadia will be able to grow the number of sporting events and other major arena events to compensate for the additional event infrastructure which the new Christchurch Multi-Use Arena will provide.

#### ✦ Hotel developments at Dunedin, Nelson and Invercargill

A number of destinations throughout the South Island require new and/or updated commercial accommodation facilities to better meet the needs of current and future visitor markets and to strengthen these destinations as either existing or potential key visitor hubs for the future. The locations identified are all important aviation gateways and attract strong domestic visitation for various purposes along with international visitation.

The challenge with many of these suggested accommodation developments is that there is often insufficient current market demand to support new or expanded major commercial accommodation developments, yet the supply of new or upgraded hotel facilities would provide a key component to grow visitor

demand, from a supply-side perspective and encourage greater visitor dispersal and associated regional economic uplift. If one waits for demand to grow to reach a level to support new accommodation facilities, this may not occur for quite some time, if at all in some locations.

Yet the ability to grow, maintain and/or position locations as key destination hubs for the future, is predicated on having modern and appropriate commercial accommodation to support the leisure markets (especially structured tour groups), business travellers and those visiting for events and functions, the conference market and other important niche sectors.

Discussions with hotel marketers and investment intermediaries indicate that destinations outside of the major tourism hubs of Queenstown and Christchurch are challenged by higher seasonality fluctuations, impacting on achieved occupancy levels and overall profitability. These and other factors make it more difficult to often make commercial accommodation projects viable, for new and upgraded facilities.

High construction costs coupled with protracted approval delays and high costs associated with getting planning approvals through the Resource Management Act process and local council planning schemes, make tourism development more difficult in many regional locations and acts as a disincentive to many investors and developers.

Without new commercial accommodation facilities (either as major upgrades to existing stock or as additional new facilities) the ability to encourage greater visitor dispersal will be unduly constrained, and the development of proposed tourism hubs (to act as catalysts for new attractions and experiences and their associated investment) will be undermined.

Discussions with major accommodation sector operators indicate that potentially clustering a number of new hotels

and related accommodation facilities in various locations throughout the South Island, into a larger investment package, may provide a more appealing proposition and may, in turn, be more marketable to local investors (individuals and institutions) especially. This option could potentially be achieved if a number of TLAs were prepared to identify potential development sites, including the option of retrofitting heritage buildings where these can be repurposed for tourism purposes and are well located.

A well-coordinated and structured approach is required between TLAs, major hotel operators and key government agencies, to deliver a tourism investment framework which helps to de-risk hotel and commercial accommodation investment opportunities, particularly in regional locations and where greater visitor dispersal is keenly sought. Merely leaving this to the market to determine if and when to invest, will not support the desire of the Mayoral Forum and Central Government to actively encourage greater visitor dispersal so that more communities benefit from the uplift which the visitor economy is able to deliver, sustainably.



## Building Block Tier 1 Recommendations

The following sub-sections provide a more detailed explanation of the Tier 1 Building Block recommendations.

### + Cruise strategy and policy for the Fiordland region various Sounds

Cruise ship operators run several itineraries which, as a headlining item, include the fiords and waters surrounding Fiordland National Park. These cruises venture into Milford Sound and many also travel into Doubtful Sound and Dusky Sound. There has been community concern raised regarding:

- cruising within this sensitive environmental area (particularly when cruise ships are coming from waters outside New Zealand and have the potential to bring diseased marine life with them);
- the limited economic benefit that is being derived from cruise ship passengers, particularly as, for many of the cruises, passengers do not disembark their cruise liners; and
- the small contribution (currently \$5.00 per pax) which cruise ship operators contribute to the maintenance, management and restoration of Fiordland National Park waterways.

There is a need to develop a cruise strategy and policy for Fiordland National Park to investigate the:

- full economic benefit generated from the cruise sector in Fiordland;
- level of environmental risk posed to ecosystems;
- full cost of monitoring and managing the activities of cruise vessels to environmental agencies;
- appropriateness and effectiveness of current government policies allowing cruise vessel access to Fiordland National Park; and

- how best to mitigate cruise vessel risk to the environment while allowing access to remain.

### + Enhanced Governance Structure

To adequately respond to current and future opportunities and challenges in the visitor economy, there is a need to rethink the way tourism is structured in the South Island. There is a need for tourism entities to shift from destination marketing to destination management, and to focus on growing the overall pie, rather than trying to gather a greater share of it. To deliver this, there is a need for more knowledge and capacity within a tourism structure going forward.

To deliver a sustainable, pragmatic outcome for the future, the following is recommended. It requires the reassessment of the current RTO network and potentially the establishment of a Destination Management Organisation(s) (DMO) to offer a pathway to far greater collaboration of effort and coordination of activities, both for destination marketing as well as destination management which is a far broader role.

It is felt that whilst the RTOs have traditionally focussed strongly on destination management around the South Island, most are not equipped to deliver destination management, which requires a far broader, more comprehensive and collaborative role for the entire South Island as a collective marketing, development and supporting infrastructure proposition.

### *Future Role*

The primary role of a DMO(s) would need to encompass:

- deliver a variety of services to support the sustainable growth of an **integrated region's** visitor economy;
- offer a one-stop-shop for enquiries from all stakeholders and external inquiries;

- ensure all elements of destination management are able to be delivered in a coordinated and prioritised manner for the entire South Island ; and
- secure and maintain the social licence for tourism from the community while helping to strengthen tourism industry commercial viability throughout the region.

### *Core Functions*

The core functions of a DMO, to deliver its primary role, will need to cover the following.

Communications & Media Liaison involving:

- providing PR and media coverage for the regional visitor economy (partnering with local tourism stakeholders);
- stakeholder liaison including with all TLAs within the region, central government agencies, industry, industry associations, local Iwi and local/regional media channels;
- with local, regional and national investors and developers of tourism product; and
- community engagement to help maintain and improve where necessary, the social licence given for tourism.

Support Services involving:

- annual financial audit (contracted out where possible);
- financial management;
- HR and recruitment (contracted out where possible);
- OSH and all compliance requirements (contracted out where possible); and
- IT support (contracted out where possible).

Visitor Information Services involving:

- Working with VIN Inc. on the new future model required for a sustainable and more tightly focussed information network;

- development and management of an integrated visitor services digital platform across the DMO region;
- inclusion of strong social media program; and
- development of an omnichannel visitor servicing model.

Destination Marketing Activity involving:

- digital marketing via website, apps etc but integrated for the DMP region;
- close liaison with local area initiatives but driven from an umbrella coordinated regional approach;
- international leisure market campaigns;
- assessment and creation of domestic leisure market campaigns;
- major events DMO regional calendar and program;
- conventions and Incentive program across the DMO region; and
- main liaison point for offshore international marketing activity through Tourism NZ and its initiatives as the peak body with international marketing expertise and responsibility.

Planning, Development and Destination Management involving:

- identifying and facilitating new product development throughout the DMO region from a holistic South Island perspective to avoid undue product duplication across sub regional areas (as per the current plethora of competing non commissionable product such as cycle ways and walking tracks);
- providing all key stakeholders and DMO funders with 6 monthly visitor economy impact results to better guide decision making;
- monitoring environmental issues and impacts from tourism for the DMO region;

- facilitating and lobbying for priority supporting infrastructure projects through a carefully structured prioritised process;
- developing a tourism investment facilitation program and promoting this widely to start to address product gaps throughout the South Island, especially new and improved accommodation facilities and all-weather, built attractions;
- ensuring regional enhancements for connectivity and accessibility via all modes of transport;
- data management for the DMO region including quarterly/six-monthly updates to all sub-regional areas on visitor trends and future forecasts;
- developing and maintaining a DMO regional product database (an online database freely available to industry, government, investors/developers and other stakeholders);
- creating a 6 monthly tourism investment and development monitor to cover all facets of public and private investment activity; and
- facilitation of 6 monthly tourism industry forums as both a dialogue session and to share market intelligence covering visitor trends, investment and product development trends etc.

#### *What a new Governance Structure Cannot Be*

The creation of a DMO model provides various benefits for regional tourism stakeholders, the foremost of which is the integration of product development, infrastructure and investment assessment and facilitation, policy development, a strong regional governance approach and a much stronger regional branding approach along with traditional and new areas of marketing.

It is a holistic approach to help better manage the visitor economy and achieve outcomes on a sustainable basis.

What the DMO model cannot become is:

- another layer of regional governance structure over the top of RTOs;
- a large entity with too much budget attributed to staff costs and associated overheads;
- if a transition model is adopted of 2-3 DMOs, these need to operate in collaboration, rather than in competition with one another;
- a DMO must be action-orientated and follow an agreed business plan with tangible measurable outcomes and outputs;
- a DMO must be staffed by skilled practitioners covering the various areas of expertise required; it cannot compromise on expertise;
- a DMO needs to deliver destination management outcomes which the vast number of RTOs are not set up to cover;
- a DMO has to work successfully with regional (in region and external) industry players, this must be a collaborative approach across the public and private sectors; and
- a DMO cannot be captured by local or regional political factions, pressure groups or related agendas; DMO activities need to be focussed on delivering visitor economy sustainable outcomes for the entire region.

#### *The Impact on RTOs/EDAs*

The DMO model deliberately covers off all areas of destination management while RTOs traditionally focus on destination marketing (advertising, promotions, etc.). It is neither practical nor cost-effective to assume RTOs can morph into DMOs, noting the much wider role and related skills base required, the difference in resourcing requirements, and the interaction of a DMO with a far wider range of government and private stakeholders involved in areas such as policy formulation and

administration, infrastructure assessment and funding, private sector development and debt and equity funding of tourism and related sectors, and environmental, economic, social and cultural initiatives and their impacts.

Where EDAs currently perform an RTO joint role (along with a broader economic development role across all sectors of the local economy), the potential may exist to use an existing structure for a DMO, if and where all key stakeholders are in agreement.

For the DMO central area model, the current ChristchurchNZ tourism and economic development organisation model mirrors that of ATEED in Auckland; both being tourism, event and economic development agencies. It, therefore, may be possible for ChristchurchNZ to take on a DMO role, providing it has the support of all key stakeholders and the current entity doesn't see it as problematic taking on a far wider mandate of focus and resourcing.

In DMO North (Tasman, Nelson and Marlborough) tourism is primarily managed by the RTO in Marlborough and separately, the EDA which covers Tasman and Nelson. Negotiation would be required to see if and how a smaller DMO for this region might be formed, either as a new standalone entity or as part of a reconstituted EDA possibly. Or, it may be possible to consider offering DMO services through a contractual arrangement with ChristchurchNZ, assuming it is adequately resourced to deliver this.

For DMO South, which includes the Dunedin EDA along with Great South (a joint EDA RTO based in Invercargill and covering Southland and Fiordland along with Rakiura), and Destination Queenstown (an RTO) amongst other southern area RTOs, the nature of the variety of current structures probably necessitates the formulation of a new DMO entity.

The major leisure destination and access hub in the region is Queenstown, with a strong RTO, well-resourced for marketing focussed initiatives. Finding a governance model which can work well for the entire region will need to consider the strength and dominance of Queenstown as the major leisure hub, while recognising the importance of other parts of the region, including the dominance of Dunedin as a business hub and along with Invercargill, being a strong event hubs.

It is out of scope for this DMP to try and determine the best model going forward. However, the next stage of this DMP process is the implementation phase, which should offer up the opportunity for stakeholder groups in the South Island, and with the involvement of central government agencies and industry, to help guide the desired outcome.

A status quo styled approach for the South Island tourism entities, will not lead to a sustainable destination management outcome, which is a key requirement of this DMP for the entire South Island. Finding a clear way forward and recognising the need for strategic structural changes, is therefore essential.

#### *A Potential Preferred Governance Structure*

A single DMO for the entire South Island, with possibly 3 sub-regional offices geographically spread (DMO North Office, DMO South Office, DMO Central Office, with a head office possibly in Christchurch as the largest gateway into the South Island) or if preferred, a head office in Queenstown as the main tourism leisure hub, is offered as a starting point for discussion. This is considered the preferred model as it:

- helps minimise duplication and wastage of resources;
- offers a single agency DMO with a commensurate larger budget and resources to deliver a "whole of South Island" approach;

- still allows for local product and brand differentiation; and
- provides a one-stop-shop for non-South Island stakeholders and interested parties to liaise with (central government agencies, financial and development institutions, onshore and offshore potential investors, airlines, cruise companies etc.).

#### *The Interim Structural Option*

An alternative option, is to look at an interim model for potentially 3-5 years to help transition from the current destination marketing approach (via the South Islands 11 RTOs and 4 EDAs) to a fully integrated DMO model for destination management. This interim model could offer 3 DMOs, as previously indicated and which follow existing marketing relationships and brand differentiation. By way of example, the brand differentiation between the three DMO regions could potentially reflect:

- DMO North = beaches, wineries, boating and art;
- DMO Central = alps, glaciers, plains and metropolis'; and
- DMO South = fiords, adventure products, skiing and wildlife

The challenge of introducing an interim model is the risk that once established, it may be harder to get three DMOs to eventually merge into a single DMO entity for the South Island in the medium to longer term.

It is understood that ChristchurchNZ is currently working with a number of surrounding TLAs and RTOs to find ways to offer destination management services across a wide region encompassing areas to the west, north and south of Christchurch. This initiative may start to offer a starting point for delivering destination management services and support across what could be a large area of the South Island.

It is yet to be seen, however, whether this initiative will be fully accepted by surrounding TLAs etc.

#### *A South Island Governance Group*

It is important that the right board composition is established to enable all major stakeholders to be accommodated, without having a board which is too large. It is therefore suggested that a future DMO board could comprise a number of representatives from key stakeholders such as:

- a senior representative of MBIE to strongly link to policy initiatives and potential funding;
- a senior representative of TNZ to strengthen the coordinated approach to international marketing;
- a senior representative of DOC noting the significant land holdings which DOC manage throughout the South Island;
- a senior representative of TIA as representative of the tourism industry generally;
- 2 members of the Mayoral Forum from Zone 5;
- 2 members of the Mayoral Forum from Zone 6;
- a senior airline representative to acknowledge the importance of improving air access;
- a senior airport company representative noting the pivotal role the airports play in sub destination hubs as well as drivers of airline services, support and competition;
- a senior representative of the accommodation sector recognising the urgent need for enhanced and expanded accommodation facilities required across most TLAs within the South Island; and
- 2 senior representatives of different South Island Iwi to support partnership opportunities and strengthening of Maori tourism products and services.

Ideally, a board of 9-11 directors is considered to be more appropriate, but consideration may need to be given to creating a slightly larger board if all of the above

representatives (13) needed to be included. Because this DMO option is a significant change in tourism governance and leadership for the South Island, having a wider representation around the board table to help bed in changes required, may be strategically useful.

As part of its social licence to encourage tourism activity and development from the community, it is suggested that there be a separate Community Consultative Committee (CCC) established, of up to 12 community members for the purposes of providing feedback to the DMO on initiatives being undertaken. The CCC should be convened every 4 months (3 x per annum) and be managed through the DMO to provide secretariat services.

A separate South Island Industry Leaders Group (ILG) should be established to enable commercial initiatives to be discussed and feedback provided on a four-monthly basis (meeting 3x per annum) and be managed through the DMO to provide secretariat services.

The ILG should comprise:

- a senior representative of a major airline;
- a senior representative of KiwiRail;
- a senior representative of a major bus/coach operator;
- a senior representative of a major motorhome/campervan operator;
- 4 representatives from the accommodation sector with at least one from each of Queenstown and Christchurch;
- 2 senior airport company representatives; and
- a senior representative of the cruise industry.

Potential should also exist to second additional expertise to the board itself, the ILG and community consultative committee over time.

And a clear transition plan for establishing and implementing the DMO is required and communicated to all stakeholders prior to any implementation.

The DMO Board should ideally have at least two members also on the ILG to ensure a strong connection and synergy to allow for two-way communication.

Whether a single DMO structure is created immediately or a 3 DMO model as an interim step, the quantum of funding should ideally be the same or very similar. It is recommended that a funding model be created which offers a partnership between TLAs and central government based on similar levels of contribution.

Importantly, the budget needs to show that at least 60% or more of the budget is able to be applied as direct marketing and promotional spend and for investment facilitation, rather than into staff salaries and other overhead costs.

Under scoring all of the above is the importance in remembering that that this DMP is for the whole of the South Island, as a coordinated and collaborative destination. Thinking on a whole of South Island level, for destination management opportunities, rather than sub regionally or locally, is a lot different to a bottom up local or sub regional approach to structures and governance.

If the interim DMO model is a preferred step, an equitable mechanism for funding the three DMOs would be required, especially from amongst TLAs. The challenge is the disproportionate population base in DTO Central due to the impact of Christchurch and the 12 other TLA areas which comprise this region. With a much smaller population base, but a much higher ratio of industry operators and visitor spend etc, Queenstown would be disadvantaged if funding commitments were based on a per capita ratio.

The challenge with the 3 DMO model is also compounded if expert personnel need to be replicated across all three DMO structures, as this would significantly increase overall personnel salaries and their on-costs, which in turn would reduce the amount able to be applied into direct marketing and advertising spend.

Funding above and beyond this could also be sought from major industry stakeholders such as airport companies, major industry operators and other strategic private sector partners, especially for marketing/promotional and product development campaigns.

The next steps required for this DMP, will provide for a 12-month implementation process to enable the Project Steering Committee to meet with each TLA and key stakeholders. This will help coordinate activations and to work with those who are keen to take advantage of the support to be given to a destination management process and governance structure for the South Island.

#### + Freedom Camping Act amendment

The challenges and, at times, community dissatisfaction with respect to Freedom Camping is not only limited to the South Island but have been experienced throughout New Zealand. As a result, a TLA-by-TLA solution is unlikely to address the challenge. Rather, a whole of South Island approach (or preferably all of New Zealand) is required.

The recommendation is to amend the Freedom Camping Act to change the onus to allow TLAs to determine if they want to have any Freedom Camping sites in their area and if they do, allowing them to charge for their maintenance and servicing. Rather than the current model where freedom camping is "permitted unless specifically prohibited," the legislation should be amended so that:

- freedom camping is *prohibited* unless expressly permitted by a council (so the intent of the Act changes);

- councils have the option to make provision for freedom camping in their area; and
- local authorities have a means of recouping the costs of providing freedom camping as a user pays service to cover infrastructure and servicing for maintenance, security etc.

It is understood that MBIE has convened a Responsible Camping Working Group to investigate mechanisms to support better behaviour by Freedom Campers and to improve the community perception of freedom camping. It is also understood that options such as colour coding areas throughout each TLA to designate areas where freedom camping is allowed and can be more easily controlled is favoured, and to apply this nationwide.

If a non-user pays solution is to be adopted (as per currently) with the ratepayer/taxpayer covering the cost of freedom camping, then the MBIE Responsible Working Group approach should be adopted.

However, if a need is seen to allow councils to determine whether they want freedom campers or not, and if they want to charge for site usage to cover operating costs (rather than the ratepayer/taxpayer having to cover this), then there is still a need to amend the Freedom Camping Act to change the onus and intent of the legislation.

Whether real or perceived, the issue of community social licence is intrinsically linked to high profile issues such as freedom camper use and degradation of sites, and community concerns over how their environment is treated and respected, or not, by freedom campers.

#### + Industry upskilling (digital & service standards)

There is a need for the industry to upskill to better understand and apply social media and digital programming requirements, which offer more cost and

time effective ways to reach a wider range of visitor markets.

Tourism agencies should be facilitating free training programs for all industry operators, on how to move into the digital space and to regularly monitor industry players to ensure change is occurring on a timely basis.

National tourism associations (TIA) and other industry associations often have numerous training and upskilling programs along with facilitators/trainers to support regional industry growth needs. A new DMO structure needs to be working with training associations and facilitators to regularly upskill industry to ensure digital literacy is improved.

#### + Iwi Engagement Strategy

Although the vast bulk of the South Island comes under Ngāi Tahu and its various Iwi groups (Ngāti Waewae on the West Coast, by way of example), there are eight different Iwi across the top of the South Island including Ngāti Rārua, Ngāti Toa Rangatira Ki Wairau, Ngāti Tama, Te Āti Awa, Ngāti Koata, Ngāti Kuia, Ngāti Apa and Rangitāne.

Iwi has a key role to play in helping to differentiate sub-regional areas through visitor attractions, storytelling and development of Iwi based experiences and supporting infrastructure.

DOC, for example, are wanting to develop a far closer working relationship with Iwi over how parts of the Conservation Estate are best marketed and developed (in tandem with local Iwi) to ensure cultural sites are protected and enhanced, and how wider understanding of the cultural importance and value of sites to local Iwi are better understood by both visitors markets and locals.

Iwi feedback has indicated the potential for Iwi specific opportunities associated with the following.

- Addressing freedom camping challenges through offering commercial user pays site options provided by local Iwi and/or other private sector providers.
- Developing collaborative landscape improvements with TLAs, DOC and Iwi as a partnership approach.
- Developing a conservation scorecard approach to environmental care as part of nature-based conservancy where Iwi can collaborate with DOC and other landowners/managers.
- Investigating the potential for historic and conservation-based tourism experiences associated with archaeological digs in various locations and which pre-date Māori.
- Developing an agree set of taonga tūturu protocols which all can follow and which both protect and enhance the understanding and appreciation of Taonga.
- The need for tourism stakeholders to offer genuine engagement and participation with tangata whenua including through the issuing of concession arrangements and licenses by government agencies and councils.
- Determining areas where tourism may need to be more tightly controlled or even not allowed to help protect, restore or conserve sensitive environments and for associated cultural reasons.
- Ensuring that Iwi stories are told by Iwi where there is agreement by Iwi for this to occur.
- Opportunities to assess the linkage between agriculture, horticulture and tourism where higher value-added productive sectors can be included with tourism to address challenges with seasonality etc.
- Opportunities associated with health and wellness and associated food technology, which also link to environmental sustainability outcomes for tourism.

A far stronger coordinated approach which aims to align the aspirations of Iwi with both government agencies

(DOC, MBIE, TNZ, TIA, TLAs) and with industry players, would strengthen the possibilities for destination management achievement within the South Island.

#### + P2P Accommodation policy (South Island-wide)

As demonstrated in the accommodation audit undertaken, peer-to-peer (P2P) accommodation properties are noted as providing an important component of the accommodation mix for the South Island, however, it is also important to recognise that they do bring a number of challenges as well.

The South Island would benefit from a policy to guide the growth and direction of the sector. The following factors should be considered as part of an overarching policy.

- P2P accommodation properties often offer accommodation over limited peak periods of the year (2-4 weeks) which is useful to help meet market demand but often for very limited periods only.
- They do, however, make it harder for major new hotel and other commercial accommodation feasibilities to be commercially viable by reducing market demand and appearing to offer adequate supply though it is intermittent at best and hard to model with accuracy.
- P2P accommodation properties also do not offer a collective for helping to promote events and functions; they are all separate and generally fragmented.
- There is a lack of quality control of P2P accommodation properties generally.
- There is often a lack of accountability, with concern at times over the lack of rules and regulations controlling areas such as food hygiene etc.
- When offered as part of an apartment complex, with mixed ownership, there are examples of conflict between P2P accommodation users having parties and using an apartment or house with little respect for neighbours re noise, disturbances etc.

- Most councils have no effective bylaws to deal with P2P accommodation users and problems occurring.
- Body corporate boards and strata management companies have often found no way to prevent some of these problems from continuing to occur.

To address the issues associated with P2P accommodation and to ensure that local community social licence for tourism is maintained if not enhanced, consideration may need to be given to:

- All P2P accommodation properties and owners to be registered with their local/district councils with effective penalties able to be applied for those property owners who breach this requirement.
- A set of operating guidelines to help minimise the risk of noise and related disturbances occurring.
- A set of bylaws which allow councils and, where necessary, the police, to close P2P properties where sufficient ground exist to support this.
- A determination of the maximum number of guests able to be staying overnight at any one time.

#### + Tourism data masterplan

Data insights provide direction to decision-making, development, behaviour and policies and they contribute to garnering support. Existing data sources for tourism are often fragmented, incomplete and outdated. There is a need for an up-to-date, complete and comprehensive data source for tourism, not only in the South Island but in New Zealand generally which builds on existing progress that has been made in the tourism data space.

To deliver a cost-effective and long-term functional outcome, a data master-planned approach is recommended. In practical terms, this should cover the following.

- Ensure that it builds on existing progress which has been made in the tourism data space.

- Includes a single joined-up tourism data system available to everyone which can offer both quantitative and qualitative data and survey material.
- Includes an optimised data system which includes administrative data (cellular data and electronic card data) and survey data.
- Data should be internally consistent and able to be segmented by age & gender, the origin of visitors and travel purpose.
- Use of administrative data for basic measures and survey data for opinions and attribute overlay.
- Ensure that it takes a long-term view to build trend analysis and allow for forecasting and that tourism data is viewed as an investment, not a cost. Poor quality data will cost NZ much more in the long run than good quality data.

Funding and procurement processes should be aligned with these outcomes.

#### ✦ Tourism Employment Strategy

Sustainably growing and enhancing the South Island's visitor economy will necessitate human resource capacity building and ensuring an available and well-trained workforce able to be accessed. To achieve this will require improving the tourism (which includes hospitality) sector's ability to:

- attract and retain labour through better workforce planning;
- develop innovative recruitment initiatives; and
- offer improved training and career path opportunities.

Because this is a South Island-wide challenge (and even more broadly, a New Zealand-wide challenge), a TLA-by-TLA solution is unlikely to be able to offer a meaningful and sustainable solution. It is, therefore, recommended that a

South Island-wide Tourism Employment Plan be developed which provides the following.

- South Island-specific data on the tourism and hospitality employment gap which already exists.
- Identification of the key issues in growing the tourism and hospitality workforce throughout the South Island.
- A series of industry-led steps focused on labour supply and skills development, designed specifically for the tourism/hospitality sector to alleviate its labour and skills issues.
- identification of government-led solutions which can alleviate skills and shortage gaps. This includes the assessment of working holiday visa programmes etc.

The Tourism Employment Plan needs to be a call to action and immediate, as the problem already exists and is a deterrent for allowing greater visitor dispersal and growth. There is a risk that, without a concerted effort at the regional level to increase the capacity and capability of the workforce, the employment shortfall in the sector could compromise the quality of tourism/hospitality services and products offered in the South Island.

#### ✦ i-SITE and visitor servicing strategy

There is recognition that the travel cycle and the way visitors plan/book trips has shifted, and that i-SITES need to adapt to maintain relevancy to the future needs of visitors.

The new proposed visitor information network model will offer a more sustainable operating model for the delivery of visitor information services. This is likely to include:

- a far greater focus on online information services to enable more visitors to get access to impartial information and product detail in advance of reaching a destination;

- the separation of i-SITES into two distinct tiers, with Tier 1 (possibly 15-18 existing locations nationally) covering strategic gate ways and tourism hub destinations and being still owned locally but centrally managed by a central government agency or its offshoot,
- Tier 1 i-SITES will be separately branded, and remodelled to offer a consistent look and feel across the tier 1 network (some may also need to be relocated to locations where the visitors are located from current locations;
- A series of omni channel information servicing options will be determined in further analysis, which could likely include mobile visitor centres, pop up seasonal facilities and digital solutions;
- a second Tier of i-SITES (the 59-62 remaining i-SITES) to enable those tier 2 i-SITES to be able to purchase support for procurement, sales and marketing training etc. on a user pays basis from a centrally managed agency;
- the Tier 1 i-SITES to be rebranded as a network using the 100% pure brand or a derivative of it;
- the Tier 2 i-SITES continuing to be branded as i-SITES;
- the potential for a number of DOC visitor centres to be integrated into the Tier 1 network (jointly run as a DOC – 100% Pure Info Centre) and managed by a centralised agency with the likelihood that the majority of these will be South Island locations; and
- with a likely rationalisation of i-SITES across the country with those which primarily offer community services (rather than visitor services) being taken out of the tier 2 i-SITE network (estimated at 15 across the country with most located in the North Island).

Two preferred models are being currently considered by the VIN Inc. Board, being a locally owned and funded but centrally managed Tier 1 network and separately, a fully centrally owned, funded and managed information Tier 1

network (the latter is a hybrid of the well-recognised Scottish visitor information model and the similar Irish model).

Under both models, support services, on a fully user pays basis, are available for tier 2 i-SITEs, and the opportunity also exists for tier 2 i-SITEs to move into the 100% Pure Info Centre Tier 1 network based on them meeting strict criteria.

This new sustainable future visitor information network model strongly aligns with the destination management approach being sort for the South Island, as well.

#### + NZ Tourism operator database marketing push

As noted previously, Tourism NZ offers a tourism operator database which provides tourism industry operators with the opportunity to be listed on Newzealand.com. However, only some tourism operators are listed on this. Many smaller operators have not yet self-listed their business.

From the consultation completed as part of this DMP, there appears to be limited awareness at the local/regional level of the Tourism New Zealand operator database; its purpose; the fact that its free; its potential market reach and how operators can get themselves listed.

There is a need for a far greater push from a local/regional tourism level to promote the importance of the operator database. This should be a task undertaken via the proposed DMO(s) structure.

#### + Regional destination branding projects

While one South Island DMO has been recommended in this DMP as the tourism structure in the South Island going forward, this does not reflect a need for one overarching destination brand. There is strength in having

a series of regional brands which help reflect the difference of regional areas.

It is, therefore, suggested that a series of regional brands be created by the DMO to assist TLAs and industry in regional areas to work collaboratively to deliver a strong and coordinated marketing message.

Regional destination branding projects should also look to focus more strongly on the domestic (Kiwi) visitor market.

#### + Bottom of the South Airport Strategy

There are challenges:

- with some airports in the bottom of the South Island relating to capacity constraints for some (Queenstown, Milford) and the need for greater market demand for others (Invercargill, Dunedin, Te Anau/Manapouri); and
- associated with finding acceptable solutions for airports such as Queenstown which are nearing capacity under its current operating agreement for hours of operation, noise levels etc.

The option of expanding Wanaka Airport to help take some of the domestic load off Queenstown and to free up more slots for international flights especially is being investigated. There are also options being considered to relocate Queenstown Airport to sites close to Cromwell.

With the bottom of the south having a variety of existing airports and much speculation occurring on options for a number of these, it may be prudent to undertake a strategy which identifies longer-term airport passenger and freight traffic demand for the wider region and which allows for the various options to be appropriately assessed and compared in a wider context. There are likely to be some options which are just unfeasible because of drive times, locational constraints, inclement weather conditions etc. In the interim, the options generate much

speculation in the absence of a robust assessment which offers a comparative analysis of all options for the longer term.

Within this context, one also needs to note that different public and private entities own some of these airports separately and/or in partnerships, so a strategic solution may not always easily align with a commercial solution preferred by current owners of these major assets.

#### + South Island Telecommunications Strategy

It is understood that the South Island has a number of locations where the provision of telecommunications services (including mobile phone coverage, Wi-Fi and broadband internet) is limited. This is particularly problematic for locations which receive strong levels of visitation such as at Milford Sound and Franz Josef and Fox Glaciers.

Additionally, the lack of internet connectivity is noted as a challenge in encouraging more tourism operators to promote their products digitally.

While improving telecommunications overall is primarily a Central Government focus, it is suggested that the TLAs collectively develop a Telecommunications Strategy for the South Island which focuses on and prioritises major visitor "blackspots" and the cost of remediating these be determined.

#### + Glaciers sustainability master plan

Franz Josef and Fox Glaciers are an iconic New Zealand tourism product, attracting over 800,000 visitors each year.

As noted in the Tai Poutini West Coast Economic Development Action Plan, "Franz Josef has long had issues with flooding from the Waiho River to the south of the township and faces potentially serious consequences in

the event of a major earthquake on the Alpine Fault, which runs through the centre of the township. Although infrastructure improvements continue to be made (e.g., stop bank repairs, raising of the bridge over the Waiho River), these are noted as only temporary measures.<sup>65</sup>

In addition to challenges with Franz Josef Glacier, it was recently announced that the access road to Fox Glacier "will remain closed indefinitely after a report found it impractical to re-establish road access into the valley since its February closure", with the required upgrade works estimated at \$16 million.<sup>66</sup>

Because of the significance of both glaciers in the South Island tourism product mix, there is a need to develop a sustainability master plan focused on the following.

- Assessing the likelihood and impact of hazards (alpine fault and flooding etc.) and identifying the costs and benefits of potential infrastructure improvements, including for the roading network. This will enable the development of options for managing the hazard risks and catering for Franz Josef's future growth. This will then result in recommendations for infrastructure improvements and potential funding mechanisms.
- Determining sustainable options for visitation to the glaciers and the options for encouraging private sector development (attractions, retail, accommodation etc.) to support these major visitor icons or alternatives to this.

#### ✦ Tourism community awareness and engagement campaign

In some areas throughout the South Island, there may be an increasing community understanding of the benefits tourism brings to communities, but there are still many (including policymakers, the business community and the general public) who are yet to appreciate the significance of the tourism sector and why it needs stronger support. Because community support, or lack of it, can have a significant impact on the success or failure of a tourist destination, awareness-raising activities about the sector's importance, will play a crucial role in the future sustainable development of the sector throughout the South Island.

This is particularly important given some of the negative exposure the sector has recently had in New Zealand's media<sup>67</sup> and the potential impact this has had, on aspects such as the social licence from the community for tourism, either real or perceived.

There is a need to develop a tourism awareness campaign to promote that "tourism is everyone's business". This should demonstrate:

- how the tourism dollar disperses through the economy (this could be demonstrated in terms such as how many loaves of bread, hamburgers, newspapers, cups of coffee and litres of fuel etc. are purchased by visitors on any given day: a large figure such as the

quantum of tourism GDP, does not provide the information needed to illustrate its impact to local businesses and their suppliers);

- the wide number of businesses that benefit from tourism and highlighting that this does not just include traditional tourism sectors (for example, accommodation providers), but extends to almost every sector including service stations, transport providers, manufacturers, health providers etc; and
- why council/ratepayer funding is justified and required to maximise returns to the South Island's communities via economic, social and infrastructure benefits.

While the campaign needs to be undertaken across the South Island, it also is important that it is tailored to the various communities around the South Island which have different needs and challenges with the sector. It may be possible to administer the campaign through the South Island DMO (recommended in this DMP) but design and deliver the campaign utilising regional and local identities.

Additionally, in order to deliver the campaign across a large area such as the South Island, it may be more feasible to segment the South Island into areas including priority areas where the social licence for tourism is viewed as being particularly under threat (real or perceived) and where the campaign should be initially focused. Based on feedback and research completed for this DMP these areas might include Queenstown, Wanaka, Lake Tekapo and Stewart Island, amongst others.

<sup>65</sup> Page 16

<sup>66</sup> Fox Glacier road to remain closed indefinitely, NZ Herald, 24 August 2019, [https://www.nzherald.co.nz/nz/news/article.cfm?c\\_id=1&objectid=12261550](https://www.nzherald.co.nz/nz/news/article.cfm?c_id=1&objectid=12261550)

<sup>67</sup> By way of example: 1. <https://www.stuff.co.nz/travel/news/115520007/100-pure-crowds-is-over-tourism-ruining-new-zealands-gems>; 2. <https://www.stuff.co.nz/travel/news/112939359/new-zealand-included-on-global-map-of-places-suffering-overtourism>;

3. <https://www.stuff.co.nz/travel/destinations/nz/112978824/does-new-zealand-have-too-much-tourism>; 4. <https://www.travelandleisure.com/travel-news/new-zealand-tourist-tax-to-combat-overtourism>

**Date:** 19 February 2021

**Presented by:** Jim Palmer

## **Emerging Regional Public Sector Priorities**

### **Purpose**

1. To introduce Ben Clark, Regional Public Service Lead for Canterbury and the work being undertaken to identify locally-informed, regionally-led and centrally-supported plans and priorities.

### **Recommendations**

**That the Canterbury Mayoral Forum:**

1. **note the information provided in the presentation from Ben Clark, Regional Public Service Lead and attached report.**
2. **agree to work with the Regional Public Service Lead to identify shared priorities that the public service can jointly work towards for Canterbury.**

### **Background**

2. Cabinet has appointed Regional Public Service Leads to support joined-up Government in the regions. Ben Clark, Regional Commissioner for Corrections is the Regional Public Service Lead for Canterbury and the Chatham Islands.
3. Regional Public Service Leads have been tasked with working with regional stakeholders to develop locally-informed, regionally-led and centrally-supported plans and priorities. They will then present their regions' initial priorities to Cabinet by mid-March 2021. Cabinet will consider the priorities, with agreement sought to publicly release the priorities and supporting data to track progress.
4. Background to the appointment of Regional Public Service Leads and development, to date, of regional priorities is provided in Appendix 1.

### **Mayoral Forum Regional Priorities**

5. The Mayoral Forum has identified five priority issues in the *Mayoral Forum's Plan for Canterbury 2020-2022*.
  - sustainable environmental management of our habitats (land, air, water and ecosystems), focusing on land use and freshwater management

- shared economic 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
  - better freight transport options – mode shift to optimise movement of long-distance freight by rail and coastal shipping to improve road safety, decrease carbon emissions and reduce wear and tear on the region's roads
  - climate change mitigation and adaptation – reducing our carbon footprint, building community resilience and making our infrastructure as strong as it can be
  - Three Waters services – securing safe drinking water supplies, and ensuring that infrastructure, institutional arrangements and regulation enable the sustainable management of drinking water, wastewater and stormwater in Canterbury.
6. Working with the Regional Public Service Lead on developing regional priorities will provide an opportunity for the forum to influence the priorities before they are submitted to Cabinet.

## **Attachments**

- Regional Public Service Leads and Emerging Regional Public Sector Priorities

## **Appendix 1 - Regional Public Service Leads were appointed to support Joined-Up Government in the regions**

- 1 In June 2019, Cabinet agreed to a work programme intended to improve how the public service works in regions.
- 2 The joined-up government in the regions work programme is an important part of the Public Service Reform process, which aims to improve how the Public Service works in regions and ultimately support improvements in the wellbeing of New Zealand's communities.
- 3 A key component of this work is strengthening regional public service leadership through the appointment of Regional Public Service Leads (RPSLs), who were appointed in September 2019. RPSLs have a mandate to:
  - Work with public service officials and regional stakeholders to develop locally-informed, regionally-led and centrally-supported plans and priorities
  - Bring together central government officials to coordinate with regional stakeholders and progress action to improve outcomes for communities
  - Act as a unified point of contact for public service agencies on cross-cutting wellbeing issues at a local and/or regional level
  - Address coordination barriers among agencies, and between public service and other stakeholders
  - Engage with hapū and iwi as part of the Crown's commitment to honour Te Tiriti o Waitangi, including settlements and Social Accords
  - Understand regional hapū / iwi / Māori stakeholders and their priorities, and enable hapū- / iwi- / Māori-led initiatives
  - Support cultural change in the way the public service works in regions to ensure government puts people at the heart of our work and our purpose, acts as an honourable Treaty partner and works together towards common objectives.
- 4 RPSLs are also members of the interim Regional Skills Leadership Groups (iRSLG) within their regions.

### **One of the key deliverables for RPSLs is to develop regional priorities for the public service**

- 5 Cabinet intended that regional priorities (see first bullet point under point 3 above) would communicate what the public service is focused on within regions, and would help to inform central government planning.
- 6 To identify shared priorities that the public service can jointly work towards at the regional level, RPSLs have been convening public service officials (primarily in the first instance from the Social Sector agencies) who are present in, or responsible for, regional functions, in order to better coordinate strategic social wellbeing issues and identify shared areas of concern within the region.
- 7 As a result of this work, each of the 15 regions has identified an initial cut of priorities that have significance for them, although there are also a number of commonalities in the priorities identified across regions.

- 8 To have maximum effect for individuals, whānau and communities, RPSLs are seeking to engage with local government, iwi and Māori, Pacific, and other community and business leaders, to test whether and how the priorities identified align with those of local groups, including whether any refinement is needed to better align the priorities locally. And whether and how government can work with local stakeholders to jointly achieve shared priorities.
- 9 This is important because many of the priorities identified, and the impacts of these on wellbeing within communities, are inter-dependent. Working together at the regional level (and supported nationally) to design local solutions for challenging local issues, and drawing on local expertise and relationships to address issues and implement opportunities, is the best way to ensure we are meeting the needs of our communities. The priorities must require stronger collaboration to achieve them or they may as well be considered as BAU.
- 10 At this stage it is anticipated that the priority development will, over time, help shape central government funding into regions.

## **The 'Social Sector' Government leads in Canterbury have identified three broad priorities with specific areas for particular focus and action**

- 11 The Canterbury region is the largest geographic region in New Zealand. It extends from Kaikoura at the northern boundary to the Waitaki river in the South. In the West the Southern Alps divide Canterbury from the West Coast, and the Pacific Ocean marks its eastern boundary.
- 12 Despite its large geographic size, the region is dominated by one major urban area; Christchurch, where more than 60 percent of the region's population live [Census 2018 data]. This urban dominance can skew Canterbury statistics to depict Christchurch city, rather than the wider region. It is important, therefore, that the priorities reflect what is important across Canterbury, rather than just Christchurch, and that there is an acknowledgement of the different needs of communities in Canterbury, particularly the rural-urban divide.
- 13 From initial discussions and informed by analysis of existing strategic planning documents available, three broad emerging priorities have been identified in Canterbury. Underneath these priorities specific areas/opportunities for further action have been identified, with the assumption that over time, as these opportunities are realised, they can be reassessed and adjusted to better reflect changing regional needs.
- 14 The priorities were identified jointly by regional officials responsible for leading public service agencies with a social and/or economic focus in Canterbury, including The Ministries of Education and Social Development, Oranga Tamariki, NZ Police, Te Puni Kōkiri, the Canterbury District Health Board, and Kainga Ora. As well as the from the work of the interim Regional Skills Leadership Group (iRSLG).
- 15 The emerging priorities identified in Canterbury are:
  - **Equity of Opportunity to prosper** – within this priority specific opportunities identified include:
    - Improving mental health and education outcomes for all tamariki, with a particular focus on Māori, by:
      - Continuing to improve attendance and engagement at school at ages 5 and 6 years

- Improving retention through education transition points (ECE-Primary, Primary- Intermediate, Intermediate-Secondary)
  - Intervening early to address mental health concerns
- Improving education outcomes for all rangatahi and pathways to higher skilled employment, with a particular focus on Māori by:
  - Lifting numbers attaining NCEA L3
- Making services more accessible to whānau.
- **Matching the labour force to job opportunities** – within this priority a specific opportunity has been identified to invest and attract the on-shore labour force to jobs that have traditionally been done by overseas workers, as a means of addressing immediate and forecast gaps in Mid- and South-Canterbury
  - An initial focus will be on producing a new workforce development plan through the iRSLG forum. The iRSLG will 'sponsor' this priority.
- **Mental health** – with a particular focus on improving the ability of communities to navigate available supports, in order to better address mild-to-moderate mental health issues within Christchurch.

## Next steps

- 16 Ben Clark, the RPSL for Canterbury and the Chatham Islands, would like your guidance on how best to engage with Local Government across Canterbury and at a TA level over the next month or so, to help develop the priorities so that they best reflect local needs.**
- 17 Currently there is an expectation from the Public Service Commission (Te Kawa Mataaho) that RPSLs will present their regions' initial priorities by mid-March this year. From there the priorities will be considered by Cabinet with agreement sought to publicly release the priorities and supporting data to track progress.
- 18 The priorities don't have to follow a particular form: they could either capture the highest-level needs common to an entire region, or, at the other end of the continuum, focus on one or two particular 'hot-spot' geographical areas that represent the biggest opportunity to improve the ability of those citizens to fulfil their potential.
- 19 Similarly, some of the priorities identified may be fully supported by agreed action plans, whereas others could reflect common ground where next steps have not yet been determined.
- 20 The priorities are mainly oriented towards the social and economic sectors, reflecting the government agencies that have been involved in the planning to date. Over time, it's hoped that other government agencies will be brought into the mix and, as a result, the priorities will reflect other 'wellbeings' such as the environment.
- 21 In addition to local government, consultation is planned with iwi. Te Rūnanga o Ngāi Tahu are aware of the priorities work through their involvement with the Canterbury COVID-19 Oversight Group (CCOG), and guidance is currently being sought on how best to engage with Paptipu Rūnanga in the Canterbury rohe, to further inform the development of the priorities. Engagement will also occur with the Greater Christchurch 2050 team, to ensure that the insights gained through its consultation process can also inform this work where possible.

# Appendix One: Evidence to support the priorities for Canterbury

## Equity of opportunity to Prosper

### *Improving mental health and education outcomes for tamariki*

- 22 Attendance at school is linked to both student wellbeing and attainment. Educational insights studies confirm that attending school regularly predicts the best outcomes for wellbeing on average.<sup>1</sup> Additional evidence to support this priority will be provided by the Director of Education for Canterbury.
- 23 Research indicates that starting early in life and consistently targeting major determinants of common mental disorders risk, especially those that predict recurrence and chronicity is important. Risk factors for chronicity and recurrence are the major drivers of common mental disorders prevalence and typically have precursors in childhood and adolescence. Starting early in life is crucial to alter negative cascading developmental pathways.<sup>2</sup>

### *Improving education outcomes and pathways to higher skilled employment for rangatahi*

- 24 The National Certificate of Educational Achievement Level 3 (NCEA Level 3) is the final stage of upper-secondary education and serves as a foundation for further study and/or employment. The attainment of an upper secondary school qualification is linked to labour force status and incomes. Research by Scott (2018) found the earnings of students with University Entrance (UE) who forgo employment initially for tertiary study, will overtake the earnings of all their less-qualified peer groups five years after leaving school. By year 7, the average earnings for the UE group is 28% higher than those of the NCEA 2 group.<sup>3</sup>
- 25 In 2017, New Zealanders with a bachelor's degree earn around 21% more than their counterparts with only an upper secondary education, the earning advantage increases to 54% for those with a master's or doctoral degree, whereas these differences are 44% for a bachelor's degree and 91% for a master's or doctoral degree on average across the OECD. (OECD, 2019).<sup>4</sup>
- 26 For NCEA L3 attainment, 2019 data shows that the Canterbury region was just above average at 55.5% of all school leavers, compared with 54% of all school leavers across the country. However, when compared to other regions with a major city, Canterbury generally performs more poorly; Auckland region recorded 63.2% of all school leavers with NCEA L3 and Wellington region had 62.4%.<sup>5</sup>

<sup>1</sup> [He Whakaaro: School attendance and student wellbeing](#), Ministry of Education, February 2020

<sup>2</sup> Ormel J, VonKorff M, 2020. *Reducing Common Mental Disorder Prevalence in Populations*. *JAMA Psychiatry*. doi:10.1001/jamapsychiatry.2020.3443

<sup>3</sup> <https://www.educationcounts.govt.nz/indicators/main/education-and-learning-outcomes/school-leavers-with-NCEA-level-3-or-above>

<sup>4</sup> ibid

<sup>5</sup> ibid

## *Making services more accessible to whānau*

- 27 Evidence is anecdotal but we know that hard to reach communities experience barriers to access, for a range of reasons. Improving whanau-centric service delivery features is one way to make services more accessible.

## **Matching the Labour Force to Job opportunities**

- 28 Identified and supported by the iRSLG for Canterbury. This priority will be worked through with the sponsorship of the iRSLG and MBIE, with an initial focus on workforce development.

## **Mental Health**

- 29 Canterbury has experienced several traumatic events over the past decade from Earthquakes to the Mosques attacks to fires. This has had an impact on people's resilience and mental health.
- 30 Distress and chaos are commonly problems we encounter with associated difficult behaviours. There is a wide range of services to support this group, but navigation and urgency can be difficult. While distress and chaos are common the group with underlying mental illnesses is a smaller subset and predominantly what Specialist Mental Health Services deal with. This priority asks the question of how we can support people with mild to moderate mental health problems (including distress).
- 31 As an indicator of why this is particularly relevant in Canterbury, in December 2020, the number of clients receiving a Supported Living Payment from Work and Income for a psychological or psychiatric condition was 4,044. This compares with 1,438 clients in Hamilton City, 750 clients in Lower Hutt City and 1,251 in Wellington City.<sup>6</sup>

<sup>6</sup> <https://www.msd.govt.nz/about-msd-and-our-work/publications-resources/statistics/benefit/index.html>

**Date:** 19 February 2021

**Presented by:** Sam Broughton, Chair

## **Three Waters Service Delivery Review – update**

### **Purpose**

1. The purpose of this paper is to update the Mayoral Forum on the current status of the Three Waters service delivery review project and advise upcoming activities.

### **Recommendations**

**That the Canterbury Mayoral Forum:**

- 1. note the update of the Three Waters service delivery review and upcoming activities.**
- 2. note the upcoming hui with Crown in late March and that Councils and Ngāi Tahu will most effectively influence the outcome if we are able to present a collective voice.**
- 3. endorse initial exploration of a takiwā wide consensus between Councils and Ngāi Tahu on a response to the Crown reform proposals.**
- 4. endorse the development of a strawman negotiating position with the Crown for review and endorsement by the Mayoral Forum.**

### **Background**

2. 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.
3. In late November the Mayoral Forum approved the tender of PWC to undertake the review of the Three Waters service delivery options for Canterbury. This work commenced shortly afterwards.
4. The work with PWC is progressing within a compressed timeframe to prepare for the March engagement with Crown, and also support conversations each individual Council will have within their community.
5. Almost all data requested from each Council has now been received. There is only one part of a Council's response outstanding, and some modest gaps in some other responses. Noting the pressure posed by the Department of Internal Affairs' (DIA)

request for data, the project team have been working with those Councils to ensure that we have the most robust foundation for the analysis as possible.

6. Workshops with both the Advisory and Steering Groups have been completed to inform the development of the assessment criteria. Draft deliverables on the Literature Review and Long List assessment have been received as 'work in progress', with issue prior to the next workshops.

## Key matters arising

### ***The region needs to prepare well for engagement with DIA and present a collective voice to be able to influence the outcome***

7. DIA is looking to engage with the Canterbury region on the 23rd of March, with the intention of outlining the centrally-led strawman options for entity design, the boundaries that will form their recommendation to Ministers, as well as other aspects of the reform.
8. The Canterbury region is one of the last areas to be consulted with, meaning there is an opportunity for the Mayoral Forum to engage with other regions and come informed and prepared to the meeting.
9. Following this session, DIA will engage with Cabinet for a decision on the parameters, expected to be in April. This leaves the Mayoral Forum with limited time to influence the recommendations and bottom line positions presented to Ministers.
10. Subsequent to the Cabinet decision, a public communications campaign will be run by central government in advance of each council being given the final details of the reform, with a requirement to choose to participate (or not) by the end of the year (on an 'opt-out' basis).
11. Given the short timeframes, there is a limited opportunity to influence the models proposed, or to develop a credible alternative model that may better suit the Mayoral Forum.
12. However, a coordinated and consistent approach from the Mayoral Forum and/or collective councils and Ngāi Tahu across the Ngāi Tahu takiwā is a powerful voice that central government will not be able to ignore.
13. To maximise the opportunity to influence the outcomes for the region the following approach is suggested:
  - **Bottom-line positions:** The Mayoral Forum is advanced in obtaining advice on the impact of potential models to councils. This will help in identifying bottom-line positions that can be agreed in advance and put to DIA as part of the engagement on 23 March. Bottom-line positions can be set lines in the sand and / or could include areas of flexibility that should be retained and not fixed in legislation. Separately, these bottom-line positions could be presented to Ministers outside of the DIA consultation process to ensure they are heard and understood.

- **Engagement across the Ngāi Tahu takiwā:** A range of different advice has been obtained by councils across the takiwā. Understanding the advice and where common positions can be reached will be useful in advance of the March 23 hui to enable a stronger and more unified negotiating position.
- **Development of a preferred model:** In the period March – May the Mayoral Forum may wish to consider the more detailed development of a preferred model, with or without other neighbouring regions. This will enable the Mayoral Forum to present a credible alternative to the Crown should the Crown solution not address the key concerns of the Mayoral Forum, as well as provide a credible alternative for ratepayers to consider during the consultation period of September/October. Development of this work will need to be undertaken and completed in advance of the final positions from the Crown in order to ensure this is sufficiently developed.

14. In parallel with the work by PWC to develop an assessment of the options, the following is underway to support proactive engagement with DIA:

- cross-regional collaboration to consider development of a South Island or Ngāi Tahu takiwā view (see below)
- detailed engagement with Ngāi Tahu through Te Kura Taka Pīni. Note that conflicting engagements has limited engagement but measures are in place to correct this; and
- development of a strawman position statement as a basis for negotiating for discussion between forum members.

***A cross-regional hui to discuss a collective approach is being arranged***

15. In light of the timeframes and need to develop a clear voice, a cross-regional hui is being arranged for late February. This will be between the following parties, with a view to a broader discussion as necessary and subject to the outcomes of that discussion:

- the chairs from each of the Otago and Southland Mayoral Forums and their Chief Executives
- Ngāi Tahu
- West Coast region (subject to confirmation); and
- the chairs of the Three Waters Steering and Advisory Groups.

**Financial implications**

16. Subject to the degree of work required to prepare for the negotiations and/or direct contact with Ministers, there may be additional fees involved. This will be covered by the provisional sum of \$60,000 held for this purpose.

17. If a more detailed proposal is required to present to Ministers then this may require drawing down on the contingency for the project.

## **Next steps**

Advisory Group Workshop – Impact Assessment	25 February 2021
Cross - Regional hui	TBC
Steering group works – Impact Assessment	1 March 2021
DIA meeting for Canterbury region	23 March 2021

**Date:** 19 February 2021

**Presented by:** Dan Gordon, Chair Climate Change Steering Group

## **Regional climate change work programme for 2021**

### **Purpose**

1. This paper outlines the regional climate change work programme for 2021, key points from the recent workshop hosted by the Canterbury Climate Change Steering Group and commentary on the recent announcement of the resource management reforms as they relate to climate change.

### **Recommendations:**

#### **That the Canterbury Mayoral Forum:**

1. **note the regional climate change work programme for 2021, a summary of the recent workshop hosted by the Canterbury Climate Change Steering Group and commentary on the recent announcement of the resource management reforms as they relate to climate change.**
2. **consider whether there should be development of a regional submission from the Canterbury Mayoral Forum to the Climate Change Commission on its package of advice to Government.**

### **Background**

2. The purpose of the Canterbury Climate Change Working Group is to develop a shared understanding of the implications of climate change for Canterbury, and strategies to manage the associated threats and opportunities. The Climate Change Steering Group offers political support to the Working Group and maintains a watching brief for the Mayoral Forum.

## **Climate change work programme for 2021**

3. This year sees the independent Climate Change Commission consulting on their first package of advice on emissions reductions required to meet the 2050 targets set out in the Zero Carbon Act.
4. Central Government will also be consulting on the national emissions reduction plan and national adaptation plan towards the end of the year. These plans will set out the policies for reducing emissions and increasing removals of greenhouse gases and adapting to the most urgent impacts from climate change.

5. Given the implications of these two national plans on the region, we need to continue our maturity journey as a region, ensuring we are informed and organised for effective adaptation, and equipped to advocate for Canterbury's needs regarding both adaptation and the transition to low emissions.

### **Being informed**

6. For effective adaptation and transition we need to understand how the climate is changing and what this means for Canterbury and our own organisations. For example, what the risks are, which risks are most urgent, which adaptation options are relevant and feasible for Canterbury.
7. This year we need to work on completing key aspects of the evidence base for Canterbury and sharing what we know with the public. This includes key projects covering a regional climate change communication campaign, risk assessments and cataloguing adaptation and transition options for Canterbury.

### **Being organised**

8. Effective adaptation and transition in Canterbury also require common goals, a planned approach and clear roles and responsibilities.
9. This year we need to continue our conversations on adaptation and start discussing our position on emissions reductions. Setting common goals and choosing a planned approach for Canterbury will enable strong advocacy to Central Government on Canterbury's needs.
10. This includes key projects covering options for adaptation planning in Canterbury and engaging with Central Government.

### **Central Government engagement**

11. The independent Climate Change Commission is currently consulting on its first package of advice on emissions reductions required to meet the 2050 targets set out in the Zero Carbon Act. Following discussions at their meeting in December 2020 the Canterbury climate change working group advised a regional submission would not be feasible given the time constraints of the consultation period. Submissions are due 14 March 2021.
12. The view of councillors who attended the Climate Change Workshop was that the Mayoral Forum should make a regional submission to the Climate Change Commission. The rationale for the advice from the working group was that getting regional agreement would be challenging within the timeframe available. As noted below there will be opportunity to submit directly to the Government on emission reduction policies this year.
13. The Ministry for the Environment will consult on national direction (a potential national policy statement or national environmental standard for Greenhouse Gas Emissions in

March/April 2021. This will focus on industrial emissions, rather than agricultural emissions. The Canterbury Climate Change Working Group supports a regional submission (paper going to Canterbury Climate Change Steering Group for next meeting on 8<sup>th</sup> March).

14. The Ministry for the Environment will consult on the National Adaptation Plan and National Emissions Reduction Plan in October/November 2021. The Canterbury Climate Change Working Group supports a regional submission (paper going to Canterbury Climate Change Steering Group for next meeting on 8<sup>th</sup> March).

## **Resource Management Reform announcements**

15. Central Government announced on 10 February the intention to repeal the Resource Management Act and to introduce and pass the three new bills, including the Climate Change Adaptation Act within this three-year parliamentary term.
16. The resource management reforms are based on the Randerson Report (2020). The Randerson report recommends that issues from climate change be addressed in several ways. These include
  - specifying both emissions reduction and adaptation to climate change as outcomes to be pursued under the Natural and Built Environments Act, require national direction for both, and consider national adaptation plans in regional spatial strategies and regional combined plans
  - introducing regional spatial strategies that address both mitigation and adaptation
  - enable existing use protections to be modified or extinguished in specified circumstances relating to climate change adaptation
  - make plan-making more efficient and responsive to change, so that it better accommodates the uncertainty associated with climate change adaptation
  - introduce new legislation, the Climate Change Adaptation Act, to deal specifically with the complexities of managed retreat and climate change adaptation.
17. As such, we anticipate a significant need to engage with Central Government on the implementation of the resource management reform over the next three years. The Climate Change Working Group will be supporting the Climate Change Steering Group and Mayoral Forum to inform and support Canterbury's engagement throughout these processes.

## **Summary of the workshop on 10 February**

18. Councillors came together from across the region on Wednesday 10 February for a workshop hosted by the Climate Change Steering Group. The purpose of the workshop was to bring councillors with an interest or portfolio responsibility in climate change together to connect, share experiences and learn from each other. All councils were represented except for Kaikōura (an apology was received).

19. The workshop began with a talk from Dr Rod Carr, Chair of the Climate Change Commission. Dr Carr spoke about the Climate Change Commission's recent draft advice to the Government on the first three emissions budgets and on policy direction for the first emissions reduction plan, as well as on the eventual reductions needed in biogenic methane emissions. Dr Carr remained to hear the roundtable discussion.
20. A roundtable discussion was then held, where each council spoke about the work their council was doing to respond to climate change, and the challenges and opportunities climate change presents for their districts.
21. Environment Canterbury then presented a summary of their upcoming climate change engagement campaign. The campaign is being developed collaboratively with Canterbury councils and Ngāi Tahu, and its purpose is to encourage a better understanding of the effects of climate change in Canterbury, and engage people across the region to be a part of the climate change conversation. The campaign will be launched in mid-April.
22. The workshop was very well received by attendees and it was agreed there was clear value in continuing to connect as a group, including coming together for further workshops. The Secretariat will investigate the best ways to keep the group connected and begin planning for the next workshop.

## **Cost, compliance and communication**

### **Financial implications**

23. Regional work programme within approved budgets.

**Date:** 19 February 2021

**Presented by:** Jenny Hughey, Environment Canterbury

## **Canterbury Water Management Strategy update**

### **Purpose**

1. This paper provides the Canterbury Mayoral Forum with an update on region-wide progress towards implementing the Canterbury Water Management Strategy (CWMS) for November 2020 to January 2021.

### **Recommendations**

**That the Canterbury Mayoral Forum:**

1. receive the report.

### **Regional and Zone committee updates**

2. The Regional Committee has worked with Environment Canterbury on how it could transition to a smaller advisory group that can better support commitment to implementing the Canterbury Water Management Strategy.
3. At its meeting on 10 December 2020 Environment Canterbury confirmed that the Regional Committee would continue to be a committee of the Council but would be reduced in size to 12 members (from the current 23 members plus observers from central government and Canterbury District Health Board).
4. The committee will include six community members, three Papatipu Rūnanga members, a Te Rūnanga o Ngāi Tahu representative, one Environment Canterbury councillor and an independent chair.
5. Zone committees have been drafting their 2020 Annual Progress Reports.
6. Zone managers and facilitators have summarised the focus for the CWMS Zone Committees from November 2020 to January 2021 (see Appendix 1).

### **CWMS implementation update**

#### **Zone committee review**

7. At its November meeting the Mayoral Forum confirmed the approach to the zone committee review, including the recommended amendments to the zone committees'

Terms of Reference, and the introduction of two new mechanisms – Letter of Shared Priorities and Zone Committee Action Plans.

8. Councils are in the process of confirming the revised Terms of Reference and their Letter of Shared Priorities in the first quarter of 2021. Rūnanga are invited to add their priorities to the Letter if they wish to do so.
9. Once Terms of Reference have been confirmed, community membership on zone committees can be refreshed; this is scheduled to begin in March/April.

### **CWMS Targets Progress report 2019-2021**

10. Environment Canterbury has begun preparing the 2019-2021 report. Following feedback from the Regional Committee on the 2017-2019 report, Environment Canterbury is updating its format to:
  - enable better understanding of progress towards the Targets (report on outcomes where possible)
  - present data in a more interactive manner (e.g. online) to enable better presentation of data
  - make different levels of information available to a range of people and organisations.

### **RMA planning and implementation**

11. The Hearing for Plan Changes 7 (Land and Water Regional Plan) and 2 (Waimakariri River Regional Plan) started in October 2020 and ran over 5 non-consecutive weeks in Christchurch and Timaru. The hearing of submissions was completed on 4 December 2020. A reply hearing will likely take place on 26 February 2021. The officer's reply report is available on the website.

### **Key regional projects/campaigns**

12. To assist auditors when auditing Farm Environment Plans (FEPs), Environment Canterbury is currently developing guidance on irrigation, dairy effluent, soils and nutrient management requirements. Guidance on winter grazing has been completed. An extensive training and information programme for FEP auditors and farm consultants, in the use of the irrigation, effluent and soils guidance is scheduled for February-March 2021.
13. Environment Canterbury continues compliance monitoring as part of its 5-year fish screen improvement campaign. Consent holders are responding to compliance expectations and information provided to upgrade intakes to better protect fish.
14. Irrigation NZ is running a \$400,000 Ministry for Primary Industries supported Sustainable Food and Fibre Fund project to better define good fish protection practices at intakes, with a focus on native fish species. Updated information on native fish behaviour around

water intakes and screens from NIWA is being used to inform future design and operational guidance.

15. The following projects to improve water quality, increase river flows and groundwater levels continue to be trialled in the region:
  - full commissioning of the Selwyn/Waikirikiriri Near River Recharge scheme has been delayed (most likely until Autumn 2021) due to healthy surface water flows and shallow groundwater levels in the upper Selwyn/Waikirikiriri catchment
  - two Near River Recharge sites beside the Hekeao Hinds River have contributed significantly to an increased flowing length for the Hekeao Hinds River compared to what might be expected under natural flows. Healthy populations of native juvenile fish have recently been photographed in the upper Hekeao Hinds River, compared with significant mortality at this time last year when the river dried
  - DOC has confirmed Kōwaro / Canterbury mudfish transfer permits for two CWMS environmental infrastructure sites (upper Hekeao Hinds and Broadacres / lower Waikirikiriri Selwyn). Aquatic plant collection and cleaning is underway, followed by channel lining and hardwood stump installation in late summer.

## Central government policy

16. Department of Internal Affairs officials supported the Minister of Local Government in taking a paper to Cabinet on the **Three Waters Reform Programme**. This paper sought Cabinet direction on the key milestones and timetable for reform, including a further significant round of sector and iwi/Māori engagement around March 2021 (Agenda Item 10).
17. Central government funding allocated to Canterbury included \$59 million to support Jobs for Nature and improvements to Three Waters infrastructure.
18. The Taumata Arowai – Water Services Regulator Act was passed in July 2020. The **Water Services Bill** passed its first reading on 9 December 2020. The Health Select Committee is calling for submissions with closing date being 2 March 2021. The Bill sets out a new regulatory system for drinking water and new national oversight of wastewater and stormwater networks (see Agenda paper 6)
19. Environment Canterbury continues to analyse the new requirements of the **Essential Freshwater package** including NPS-FM 2020, NES - Freshwater, regulations for stock exclusion and measurement and reporting of water takes. It regularly updates key messages and Frequently Asked Questions on Environment Canterbury's webpage<sup>1</sup>.
20. The National Emissions Reduction Plan (ERP) and National Adaptation Plan are required under the **Climate Change Response (Amendment) Act 2019** and will be consulted on later this year (Agenda paper 13).

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

21. The ERP will include policies and strategies for specific sectors (e.g. transport, waste, building and construction, agriculture and forestry) that are likely to impact land and water management. One of the key risks to be covered in the National Adaptation Plan is the risk to the availability and quality of potable water supplies due to changes in rainfall, temperature, drought, extreme weather events and ongoing sea level rise.
22. At its meeting on 8 March 2021, the Canterbury Climate Change Steering Group (chaired by Mayor Gordon) will discuss how the region can best engage with central government when it consults on the National Emissions Reduction Plan and National Adaptation Plan in November 2021.

## **Attachments**

- Appendix 1: Zone overview from November 2020 to January 2021

## Appendix 1: Zone overview from November 2020 to January 2021

CWMS Committee	Focus of the Zone Work Programme	Highlights of practical work underway
<b>Kaikōura</b>	<p><b>Enhancing significant wetlands</b></p> <p><b>Supporting 'Love the Lyell' Governance Group</b></p> <p><b>Clarence catchment and riverbed</b></p> <p><b>South Bay plan</b></p>	<ul style="list-style-type: none"> <li>Wetland projects include significant weed control in Hāpuka and Mt Fyffe wetlands supported by grants and IMS funding of \$20,000.</li> <li>The 'Love the Lyell' Governance Group working with Kaikōura District Council to improve stormwater into creek.</li> <li>Clarence River weed and pest control has begun.</li> <li>Te Rūnanga o Kaikōura has joined the partnership arrangement with Environment Canterbury, Kaikōura District Council and University of Canterbury to develop a community-driven plan for South Bay to improve the breeding success of ground nesting birds.</li> </ul>
<b>Hurunui Waiau</b>	<p><b>Flagship braided river projects to protect endangered river birds.</b></p> <p><b>Delivery of Soil Conservation and Revegetation programme (SCAR)</b></p> <p><b>Braided river projects – focus on Waipara River</b></p>	<ul style="list-style-type: none"> <li>Work continues at the Waiau Uwha and Hurunui Rivers to improve habitat for endangered birds. Maintenance and mammalian predator control of island nesting habitats continues, with the largest colony of terns nesting in the Waiau River.</li> <li>SCAR delivery over the last 6 months has seen a number of farms undertaking Land Use Capability mapping to identify erosion prone land to help inform land use change and actions to reduce sediment loss (e.g. planting and retiring land from grazing to allow regeneration of native vegetation) across Hurunui and Kaikōura districts.</li> <li>IMS funding supported a 600ha covenant project at Island Hills</li> <li>Covid-19 infrastructure funding has been allocated for woody weed control on Waipara river.</li> <li>Investigating options to protect sensitive sites at hāpua and coastal wetlands by managing recreational access and controlling stock access. Working with Hurunui District Council to manage erosion risk at the site of a disused landfill on the Waipara river.</li> <li>Zone committee has focused on supporting the Jed River community group to set up a monitoring programme and action plan for the Jed River catchment.</li> <li>Hurunui District Council has worked with Environment Canterbury and Ngāi Tahu on draft options for a new Water and Land committee.</li> </ul>

CWMS Committee	Focus of the Zone Work Programme	Highlights of practical work underway
<b>Waimakariri</b>	<p><b>Upper Ashley catchment projects to improve water quality</b></p> <p><b>Farming @ GMP programme</b></p> <p><b>Wetland protection</b></p>	<ul style="list-style-type: none"> <li>Supporting Lees Valley landowners to protect remaining wetlands by providing information on planting options and by excluding stock. IMS funding provided for wetland protection.</li> <li>Okuku river willow control and removal planned to take place in 6 months</li> <li>Worked with Ngāi Tahu and Waimakariri Irrigation Ltd to schedule a second mahinga kai 'shed talk' for landowners whose FEPs are required to include mahinga kai values in February 2021.</li> <li>IMS\$10,000k funding kick start provided to Saltwater Creek Catchment Group for riparian planting and fencing.</li> <li>Fonterra Sustainable Catchment funding applications (supported by Environment Canterbury) have been successful with \$60k allocated across the five farms in the lower Ashley catchment towards eco sourced native plants and fencing.</li> </ul>
<b>Christchurch-West Melton</b>	<p><b>Erosion and Sediment control programme</b></p> <p><b>Working with community/catchment groups</b></p> <p><b>Supporting Christchurch City Council stormwater management and new comprehensive stormwater consent</b></p>	<ul style="list-style-type: none"> <li>Hosted two Erosion and Sediment Control Workshops (for contractors and consultants in November 2020. Next workshops planned for April 2021.</li> <li>Supporting the Avon Heathcote Estuary Ihutai Trust, Cashmere Stream Care Group and Ōpāwaho Heathcote River Network groups' projects.</li> <li>Agreed framework in place to support Christchurch City Council's delivery of its stormwater consent through development of stormwater management plans, engagement with papatipu rūnanga and key stakeholders and regular implementation reporting to key groups.</li> </ul>
<b>Banks Peninsula</b>	<p><b>Protection of forested stream gullies</b></p> <p><b>Support for Banks Peninsula Conservation Trust covenant projects</b></p>	<ul style="list-style-type: none"> <li>The committee's Water Quantity Working Group received a presentation on a University of Canterbury project it supported estimating water takes for stock and household use in two Banks Peninsula catchments with permanent streams. Initial results show that these permitted water takes could potentially exceed the amount of water available. The working group and wider zone committee will continue to work with Environment Canterbury to gain a clearer picture of these effects, and how they could be mitigated.</li> <li>The Goughs Bay 'Hayley fence' project will receive more than \$15,000 of Immediate Steps (IMS) biodiversity funding over the next two years to exclude stock, improve water quality and instream habitat, and allow native forest to regenerate in the gullies. The Christchurch City Council's Biodiversity Fund has also contributed more than \$17,000 towards this project.</li> <li>The Banks Peninsula Conservation Trust covenant project connects to several other covenants along Okains Bay Stream and is one of four projects recommended for IMS funding of around \$16,000 to be used alongside Christchurch City Council's funding of</li> </ul>

CWMS Committee	Focus of the Zone Work Programme	Highlights of practical work underway
		<p>\$20,000 to fence and covenant a 2.8 ha forested section of Okains Bay.</p>
<p><b>Selwyn-Waihora</b></p>	<p><b>Increasing knowledge of mahinga kai</b></p> <p><b>Rakaia Gorge restoration</b></p> <p><b>Immediate Steps Projects</b></p> <p><b>Stormwater educational resources</b></p>	<ul style="list-style-type: none"> <li>• A pou matai ko/cultural land management advisor has been recruited to continue the work to raise awareness of mahinga kai with resources users and community.</li> <li>• The 4 year multi-agency project to undertake landscape scale weed management of key sites at Rakaia Gorge has received Trustpower funding, a commitment of funding from DOC, and IMS funding from the Selwyn Waihora zone committee, as well as in-kind support from Te Taumutu Rūnanga, Selwyn District Council, Ashburton District Council, and landowners. Project planning has begun.</li> <li>• Stormwater Superhero Mobile resource is due for physical completion by mid-January with the official launch planned for February at EstuaryFest. A pilot to train users of the resource is planned to be delivered in March. Project partner Avon-Heathcote Estuary Ihutai Trust has secured \$20,000 for future resource developments.</li> </ul>
<p><b>Ashburton</b></p>	<p><b>Ashburton Lakes</b></p> <p><b>Carters Creek Catchment</b></p> <p><b>IMS projects</b></p>	<ul style="list-style-type: none"> <li>• Ashburton Lakes Basin: Environment Canterbury continues to work with DOC, Ngāi Tahu, LINZ, landowners and other stakeholders to investigate the deteriorating water quality situation. Updates have been provided to Rūnanga, the zone committee and statutory agencies. Management plans to halt the decline of the eight lakes are being drafted over the next month.</li> <li>• Cyanobacteria was confirmed in Lake Clearwater in mid-December and public health warning signs have been installed around the lake.</li> <li>• Carters Creek Enhancement Project established by the community and supported by the Zone Committee. Community representatives are working with Environment Canterbury, ADC and stakeholders to understand issues around long-term flood mitigation, stormwater management and water quality concerns.</li> <li>• Immediate Steps funding has been fully allocated for the financial year in Ashburton Zone, with a large proportion supporting the new Mt Harding Creek catchment project, which also has Fonterra funding.</li> </ul>
<p><b>Orari-Temuka-Opihi-Pareora</b></p>	<p><b>Catchment- scale programme proposal</b></p> <p><b>Washdyke Lagoon</b></p> <p><b>Immediate Steps Projects</b></p>	<ul style="list-style-type: none"> <li>• Ongoing assistance with preparation of a funding proposal to Freshwater Improvement Fund for a catchment-scale programme to improve freshwater biodiversity and cultural outcomes. Completing on farm visits with Catchment Group staff to scope feasibility of specific projects.</li> <li>• Environment Canterbury and Timaru District Council continue to work with local businesses to increase awareness and compliance of industrial discharges on air and water quality in Washdyke Lagoon. Hilton Haulage was highlighted for their good practices to encourage other to do the same.</li> <li>• Two Immediate Steps projects have been recommended by the Zone Committee for Serpentine Creek in Geraldine for weed control and Ohapi Creek. Both are for willow control.</li> </ul>

CWMS Committee	Focus of the Zone Work Programme	Highlights of practical work underway
<p><b>Upper Waitaki</b></p>	<p><b>Annual Love Our Lakes campaign</b></p> <p><b>Mackenzie Alignment Group</b></p> <p><b>Increasing knowledge of mahinga kai</b></p>	<ul style="list-style-type: none"> <li>• Upper Waitaki Water Zone Committee's annual Love Our Lakes campaign started in December. This year, it will focus on encouraging people to use public toilets and dispose of dog poo responsibly. The 'One Poo Can Close the Lake' campaign has been developed in response to a significant health alert event at Lake Ruataniwha last summer. Portable toilets have been installed this summer at Lake Ruataniwha as a follow up action from the high E. coli results. These temporary toilets will be in place for the duration of the school holidays – 21<sup>st</sup> December to 4<sup>th</sup> February</li> <li>• Environment Canterbury is liaising with the Mackenzie Alignment Group in support of the Upper Waitaki Zone Committee's focus on amenity improvements on the Twizel River.</li> <li>• A hāngī was hosted by the Upper Waitaki Water Zone Committee, offering the local school students and community an opportunity to learn about traditional mahinga kai, following the journey from stream to plate.</li> <li>• Improving compliance alignment and support across Environment Canterbury and the Territorial Authorities. Particular examples include the follow up work to the Ohau village fire.</li> </ul>
<p><b>Lower Waitaki</b></p>	<p><b>Fish Screens project</b></p> <p><b>Upper Waihao catchment</b></p> <p><b>Rock art site protection</b></p> <p><b>Upper Hakataramea Bio Security measures</b></p>	<ul style="list-style-type: none"> <li>• A 5-year project to assess fish screen compliance and effectiveness is underway.</li> <li>• Assisting Upper Waihao farmers, to map sources of and reduce E. coli, sediment, N and P losses from their properties.</li> <li>• Working with Papatipu Rūnanga, the Rock Art Trust and Opuha Water Limited to identify rock art values and include relevant consent conditions within Farm Environment Plans.</li> <li>• Pre-control site survey undertaken to inform willow and broom control in Hakataramea.</li> <li>• IMS funding provided for fencing and willow control at a raupō wetland at Kurow.</li> </ul>

**Date:** 19 February 2021

**Presented by:** Jenny Hughey, Chair, Environment Canterbury

## Update on Canterbury Biodiversity Champions

### Purpose

1. To inform the Mayoral Forum of the establishment and first meeting of the Canterbury Biodiversity Champions.

### Recommendations

**That the Canterbury Mayoral Forum:**

1. **note that the Canterbury Biodiversity Champions group has been established to increase engagement amongst Canterbury councils at a governance level on biodiversity issues and opportunities and that they met for the first time on 2 February 2021**
2. **note that the purpose of the Biodiversity Champions, as expressed in their draft Terms of Reference, is “to get our colleagues amped about biodiversity and to advocate for our councils’ and communities’ roles in weaving biodiversity through our living and working landscapes”**
3. **note that the Biodiversity Champions will continue to meet regularly and will update the Mayoral Forum on their activities on an as needs basis.**

### Background

2. On 4 September 2020, the Mayoral Forum supported the formation of a working group to increase governance-level engagement on biodiversity issues and opportunities across all Canterbury councils.
3. This working group responds to a need for local government to work closely together to implement new national direction for biodiversity and support the revitalisation of the Canterbury Biodiversity Strategy (as outlined in the Mayoral Forum paper *Update on new national direction for regional biodiversity management and implications and opportunities for Canterbury councils*).

### Establishment of group

4. The Canterbury Biodiversity Champions group is comprised of one to two councillors from each of the Canterbury councils. The group members are:

- Robby Roche, Councillor, Kaikōura District Council
- Lynda Murchison, Councillor, Hurunui District Council
- Mary Holloway, Councillor, Hurunui District Council
- Sandra Stewart, Councillor, Waimakariri District Council
- Pauline Cotter, Councillor, Christchurch City Council
- Murray Lemon, Councillor, Selwyn District Council
- Lynette Lovett, Councillor, Ashburton District Council
- Barbara Gilchrist, Councillor, Timaru District Council
- Fabia Fox, Councillor, Waimate District Council
- Anne Munro, Councillor, Mackenzie District Council
- Colin Wollstein, Councillor, Waitaki District Council
- Lan Pham, Councillor, Environment Canterbury.

### **First meeting of the Canterbury Biodiversity Champions**

5. The Biodiversity Champions met for the first time on 2 February 2021. The meeting was well attended and all attendees expressed a strong common interest and motivation to make progress in Canterbury councils working together to protect and regenerate biodiversity.
6. The Biodiversity Champions identified key aspects of their role as advocating for and leading conversations about biodiversity around their council tables, and creating connections amongst councils and communities to enable more coordinated and effective biodiversity management in Canterbury.
7. The group's purpose is expressed in the draft Biodiversity Champions Terms of Reference as:
  - "Our purpose as Biodiversity Champions is to get our colleagues amped about biodiversity and to advocate for our councils' and communities' roles in weaving biodiversity through our living and working landscapes".
8. The Biodiversity Champions will meet monthly until June 2021 (in order to meet councils' LTP timelines if necessary), then reconsider meeting frequency. The group appointed Environment Canterbury Councillor Lan Pham as chair through until June.
9. The group will focus initially on:
  - sharing and growing their knowledge of biodiversity issues and opportunities in Canterbury
  - considering how biodiversity implementation will be resourced through upcoming council Long-Term Plans.

### **Next steps**

10. The Biodiversity Champions will update the Mayoral Forum on their activities on an as needs basis.

**Date:** 19 February 2021

**Presented by:** Hamish Riach, Chair, Chief Executives Forum

## **Chief Executives Forum report**

### **Purpose**

1. This paper reports on the work of regional forums since November 2020 and implementation of the three-year work programme. The report is provided for information only.

### **Recommendations**

**That the Canterbury Mayoral Forum:**

1. receive the quarterly report from the Chief Executives Forum
2. note updates to the three-year work programme.

### **Regional forums activity since November 2020**

2. Since the Mayoral Forum's last regular quarterly meeting on 27 November 2020, the Chief Executives Forum met in person on 25 January 2021.
3. The Corporate and Operations Forums will meet on 15 March and the Policy Forum will meet on 26 March 2021.

### **Chief Executives Forum (chair Hamish Riach)**

4. At the meeting on 25 January 2021, the Chief Executives Forum agenda focused on:
  - the approach for Mayoral Forum engagement with Ministers
  - reviewing the draft agenda for the joint meeting between the Mayoral Forum and Papatipu Rūnanga Chairs held on 5 February 2021
  - the future of local government and considering, amongst other things, how the Canterbury region can take a lead in these discussions with Government
  - the resource management reform and the outcomes from the Randerson report
  - completing its review of regional forums and working groups
  - an update on the Canterbury Water Management Strategy.
  - reviewing and updating the three-year work programme.

5. Following the meeting, a first workshop on the Three Waters review was held.

## **Attachments**

- Three-year work programme.