

Canterbury Chief Executives Forum

MEETING PACK

for

Canterbury Chief Executives Forum

Monday, 31 July 2023

9:00 am (NZST)

Held at:

Selwyn District Council

2 Norman Kirk Drive, Rolleston

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AGENDA

CANTERBURY CHIEF EXECUTIVES FORUM

Name:	Canterbury Chief Executives Forum
Date:	Monday, 31 July 2023
Time:	9:00 am to 12:00 pm (NZST)
Location:	Selwyn District Council, 2 Norman Kirk Drive, Rolleston
Committee Members:	Hamish Riach (Committee Chair), Angela Oosthuizen, Bede Carran, Dawn Baxendale, Hamish Dobbie, Jeff Millward, Sharon Mason, Stuart Duncan, Will Doughty
Attendees:	Amanda Wall, Maree McNeilly, Rosa Wakefield
Apologies:	Alex Parmley, Stefanie Rixecker
Guests/Notes:	Simon Bastion, CE Westland District Council; Paul Morris, CE Grey District Council; Sean Judd, Acting CE Buller District Council; Scott Baxendale, Group Manager Westland District Council

1. Open Meeting

1.1 Welcome, karakia and apologies

9:00 am (2 min)

Hamish Riach

Opening karakia: Whakataka te hau

Whakataka te hau ki te uru

Whakataka te hau ki te tonga

Kia mākinakina ki uta

Kia mātaratara ki tai

E hī ake ana te atakura

He tio, he huka, he hau hū

Tīhei mauri ora!

Cease the winds from the west

Cease the winds from the south

Let the breeze blow over the land

Let the breeze blow over the ocean

Let the red-tipped dawn come with a sharpened air.

A touch of frost, a promise of a glorious day.

It is the breath of life!

1.2 Confirmation of Agenda

9:02 am (3 min)

Hamish Riach

1.3 Confirm minutes 9:05 am (3 min)

Hamish Riach

Supporting Documents:

1.3.a	Minutes : Canterbury Chief Executives Forum - 1 May 2023	7
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1.4 Action list 9:08 am (4 min)

Hamish Riach

Supporting Documents:

1.4.a	Action List	14
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2. CE discussion time

2.1 Discussion 9:12 am (50 min)

- Future for Local Government review (Hamish D, Angela, Jeff)

3. For discussion

3.1 Affordable Water - Entity I go live timing 10:02 am (15 min)

Bede Carran

Includes representatives from West Coast councils

Supporting Documents:

3.1.a	CEF Affordable Water - Entity I go live timing Jul 2023.docx	15
3.1.b	CEF Affordable Water - Entity I go live timing Jul 2023 Attachment 1.pdf	16

4. Morning tea

4.1 Morning tea 10:17 am (15 min)

5. For discussion and decision

5.1 Canterbury Water Management Strategy update 10:32 am (5 min)

Stefanie Rixecker

Supporting Documents:

5.1.a	CEF Canterbury Water Management Strategy update Jul 2023.docx	17
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5.2 Next steps for the collaborative procurement project 10:37 am (5 min)

Angela Oosthuizen

Supporting Documents:

5.2.a	CEF Next steps for the collaborative procurement project Jul 2023.docx	29
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Supporting Documents:

5.2.b	CEF Next steps for the collaborative procurement project Jul 2023 Attachment 1 - Deloitte report 2020.pdf	37
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5.3 Regional forums update

10:42 am (7 min)

Hamish Dobbie; Will Doughty, Dawn Baxendale, Stuart Duncan, Angela Oosthuizen

Supporting Documents:

5.3.a	CEF Regional forums update Jul 2023.docx	65
5.3.b	CEF Regional forums update Jul 2023 Attachment 4 Workstream tracker.pdf	78

6. For information

6.1 Draft Mayoral Forum agenda

10:49 am (3 min)

Hamish Riach

Supporting Documents:

6.1.a	CEF Draft Mayoral Forum agenda Jul 2023.pdf	82
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6.2 Update of CRTC passenger rail investigations

Briefing going to RTC 24 August - this paper is for CE to note

Supporting Documents:

6.2.a	CEF Update of CRTC passenger rail investigations Jul 2023.docx	85
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7. General business

7.1 General business

10:52 am (3 min)

7.2 Meeting debrief

10:55 am (5 min)

8. Guest Speaker

8.1 Leadership and Stress - your toolkit for thriving

11:00 am (60 min)

Georgi Toma from HeartBrainWorks

Supporting Documents:

8.1.a	CEF Leadership and stress - your toolkit for thriving Jul 2023.docx	94
8.1.b	CEF Leadership and stress - your toolkit for thriving Jul 2023 Attachment 1.pdf	95

9. Close Meeting

9.1 Closing karakia

Kia tau te rangimarie ki runga I nga iwi o te ao

Haumi e

Hui e

Taiki e

Let peace reign on all the people of the world

Fixed

Bound as one

9.2 Close the meeting

Next meeting: Canterbury Chief Executives Forum - 6 Nov 2023, 9:00 am

Other upcoming meetings:

- Mayoral Forum – Friday 25 August 2023 8.30am-1.00pm at Commodore Hotel

MINUTES (in Review)

CANTERBURY CHIEF EXECUTIVES FORUM

Name:	Canterbury Chief Executives Forum
Date:	Monday, 1 May 2023
Time:	9:00 am to 12:03 pm (NZST)
Location:	Selwyn District Council, 2 Norman Kirk Drive, Rolleston
Committee Members:	Hamish Riach (Committee Chair), Alex Parmley, David Ward, Hamish Dobbie, Jeff Millward, Stefanie Rixecker, Will Doughty
Attendees:	Amanda Wall, Maree McNeilly, Rosa Wakefield
Apologies:	Angela Oosthuizen, Bede Carran, Dawn Baxendale, Stuart Duncan
Guests/Notes:	Murray Dickson, Mackenzie District Council, for Angela Oosthuizen Mark Maloney, Assistant Auditor General Local Government; Stephanie Macdonald-Rose, Sector Manager (Item 4.4); Michael Brewster, CE Entity D; Teresa Wooding, Entity D Council Interface Manager (Item 4.5)

1. Open Meeting

1.1 Welcome, karakia and apologies

The chair welcomed everyone to the meeting and members joined in karakia. Guests and apologies were noted as above.

1.2 Confirmation of Agenda

The agenda was confirmed with no items of general business.

1.3 Confirm minutes

Canterbury Chief Executives Forum 30 Jan 2023, the minutes were confirmed as presented.

1.4 Action list

Due Date	Action Title	Owner
13 Jul 2023	Consider how the Forum might join forces on resourcing Status: In Progress	Maree McNeilly

There are two actions outstanding:

- David will lead the discussion on audit in item 4.4
- no update has been provided on Lynn's action on how the forum might best work to join forces on resourcing. Maree will follow up with Dawn.

2. CE discussion time

2.1 Discussion

Stefanie spoke to the paper and members discussed issues relating to local government in light of the Future for Local Government review and government reforms.



Action

Draft a paper for the Mayoral Forum covering the changing context for local government in light of the Future for Local Government review and other reforms. The paper should set out a timeline covering delivery of the Future for Local Government report, Budget, elections and legislation dates, and facilitate a discussion on key principles to be agreed. Possible key principles to raise in the paper include:

- capacity
- local voice / local placemaking
- balance between economic and local representation
- the significance and importance of coherent government
- focus on function rather than form
- the benefit of regional collaboration
- strengthening the partnership and increasing collaboration with iwi.

Due Date: 18 May 2023
Owner: Maree McNeilly

3. Morning tea

3.1 Morning tea

This is David Ward's last Chief Executives Forum meeting. Hamish Dobbie spoke to David's contribution to the Forum and the chair presented David with a gift and card to thank him for this.

4. For discussion and decision

4.1 Mayoral Forum's Plan for Canterbury Action Plan

Hamish Riach spoke to the paper, noting that the nine actions from the Plan are included in the strategic workplan that will be reported on quarterly to the Mayoral Forum.

The details that support the strategic workplan are in the workstream tracker that will be reported on quarterly to the Chief Executives Forum, and this includes activities from the regional forums as well. There are two specific pieces of work proposed, to support the Mayoral Forum workplan:

- draft approach to developing a regional housing strategy
- proposed approach to collect evidence to support the immigration and skills action in the Plan.

It was noted that a meeting has already been held by some members of this Forum with other government agencies on housing. Government agencies seem keen for this work to progress, and it's likely that this will be done together.

It was also noted that the skills and immigration work overlaps with housing.

It was suggested that outcomes sought, budgets and the key milestones towards achieving the Plan for Canterbury's aspirations be noted in the workstream tracker.



Decision

The Forum agreed to:

1. approve the draft three-year strategic workplan for 2023-2025
2. approve the workstream tracker that supports actions from the Mayoral Forum's Plan for Canterbury and the regional forums supporting the Mayoral Forum
3. note that continuing projects from the 2019-2022 triennium have been carried across into the workstream tracker for 2023-2025
4. agree to close the 2019-2022 three-year work programme
5. approve the draft approach to develop a regional housing strategy
6. approve the proposed approach to collect evidence to support the immigration and skills action.

Decision Date: 1 May 2023
Mover: Alex Parmley
Seconder: Will Doughty
Outcome: Approved

4.2 Canterbury Water Management Strategy update

The paper was taken as read.



Decision

The Forum received the report.

Decision Date: 1 May 2023
Mover: Stefanie Rixecker
Seconder: David Ward
Outcome: Approved

4.3 Regional forums update

Jeff gave an update on the Corporate Forum, noting that some progress has been made on collaborative procurement and that more leverage should be gained on this in the next few months.

It was noted the Minister of Local Government is seeking advice on whether LTPs can be deferred over the next two years given the disruptions of three waters / affordable water reforms. Some members noted the value of the long term plan process, and that they would still want to ensure the foundational work was done.

Members discussed lack of attendance and engagement for the Corporate and Operations Forums. It was noted that some councils rely on working group chairs rather than sending their general managers, and that it is challenging to create a constructive agenda for the Corporate Forum.

It was suggested that as the discussion time is one of the most valuable parts of the Chief Executives Forum that perhaps this should be added to all Forum agendas to get members discussing their key issues.

The Operations Forum is still working on scoping their shortlist of priorities.



Action

Add discussion time to the Policy Forum agenda.

Due Date: 25 May 2023
Owner: Maree McNeilly

**Action**

Invite other Forum members to hear speaker at the June Policy Forum
13 June - included in regional forums update for Corp and Operations Forum meetings

Due Date: 18 Jun 2023
Owner: Maree McNeilly

**Decision**

The Forum agreed to:

1. receive the quarterly reports on March 2023 regional forum meetings
2. approve amendments to the Canterbury Finance Managers Group and Canterbury Health and Safety Advisors Group terms of reference to enable standing invitations to councils outside of Canterbury to attend their working group meetings.

Decision Date: 1 May 2023
Mover: Hamish Riach
Seconder: Hamish Dobbie
Outcome: Approved

**Decision**

The Forum agreed to receive the quarterly update on the regional forums budget.

Decision Date: 1 May 2023
Mover: David Ward
Seconder: Jeff Millward
Outcome: Approved

4.4 Office of Audit New Zealand

David Ward welcomed Hugh Jory to the meeting, noting that Hugh has been an active member of the LTP discussion group. David advised that the Forum wants certainty on timing of LTP audits, noting that Canterbury councils will be consulting on these from February to April 2024. The Forum is also seeking advice on approach for LTPs, with Canterbury councils intending to target 2026 for three waters transition.

Hugh noted apologies from Mark Maloney, Assistant Auditor General Local Government, and Stephanie Macdonald-Rose, Sector Manager, who had intended to attend. He advised that Audit NZ is very close to completing 2022 audits.

Hugh noted that the Office of the Auditor General has looked closely at Audit NZ's portfolio and reduced the amount of work they are doing. Audit NZ have brought in 80-100 new staff in the last six months and the other audit service providers have also brought in staff. Audit NZ, Deloitte and EY have all assured the Office of the Auditor General they have sufficient resource to enable councils to adopt annual plans and LTPs by the statutory deadline. This applies to CCOs also, but Audit NZ are operating a priority model where larger or more important audits will be done first.

Hugh advised the CEs to ask their CFOs to start having these conversations with their appointed audit lead (if not already) to ensure these are lined up.

Members noted the value of consistency and experience in audit teams. Hugh advised that as Audit NZ is a training organisation it has turnover once graduates gain a good level of experience, so although it tries to reduce turnover some of this is inevitable. He was unable to speak to how Audit NZ balance resource and capability across teams, and encouraged members to discuss this with the appointed audit lead for their council.

Hugh advised members that auditors haven't been asked to reduce audit effort; they should not be doing anything more than auditing financial statements and statements of service performance.

Hugh advised that hot reviews / consistency reviews will continue, due to the potential for staff churn over the three year intervals of LTPs, and the forward-looking aspect of LTPs.

4.5 Three Waters update

The chair welcomed Michael Brewster and Teresa Wooding to the meeting, noting the Forum would like to hear how the NTU is adjusting to the reset.

Michael advised that they are still working to ensure the NTU and advisory board are clear on what the recent changes to the reforms mean, including sequencing of entities and whether establishment CEs should be responsible for one or more entity. A workshop is being held in late May with the NTU advisory board. Michael doesn't yet know which entity he will belong to, but will continue working on establishment across entities I and J until this is determined.

The NTU is continuing practical work towards the transition.

Members noted:

- that there is still some opposition among councils
- that this Forum anticipates that July 2026 as the timeframe for this entity, and is keen to ensure work is paced accordingly, and the frantic pace to this point now seems unnecessary
- a query around whether the transition work programme will still need to be provided and signed off in 2024 annual plans given the reset
- a query around why the NTU is seeking annual plan details
- the desire for visibility on numbers and assumptions around these for the new ten entity model
- the need for clarity on whether councils are compliant with significance policies, with not going through a standard process
- the need to be mindful of a potential change following the election in October
- concern about the changes in timeline and resulting overlay with RM reform, particularly with regard to the impact on the regional council
- the lack of clarity around who is paying for what
- the lack of clarity for community on who to contact for various issues relating to water
- the importance of working with iwi, noting that Ngāi Tahu elections are this year.

Michael advised that Friday would be a good time to address these questions as Hamiora and Heather are likely to be better placed to ask these.

Michael asked what Entity I can do to avoid a duplication of the stretching we've seen in the last year and noted if he is confirmed as establishment CE for Entity I he will start by establishing a sensible work programme.

Members noted:

- the difficulty of the training programme running concurrently with BAU and transition activities
- the need to ensure that council staff are not being asked to provide information that is not relevant yet.

Teresa noted the need for the NTU to be clear why they are seeking information, but noted that where they are almost at the end of their collection process it makes more sense to complete the process and do the analysis to avoid wasting the effort put in to date.

Teresa advised the NTU is looking at how they can continue to support councils with transition funding. They are looking to change the allocation method for transition funding as all councils need to do same work.

Michael thanked the Forum for inviting him and acknowledged the points raised, noting the stresses of the NTU also.

5. For information

5.1 Draft Mayoral Forum agenda

Members discussed the draft Mayoral Forum agenda. Maree noted that Chris Bishop and the Canterbury-based National Party Members of Parliament have been invited to the Mayoral Forum working dinner, and that Canterbury Labour MPs have been invited to join the Mayoral Forum for lunch following the meeting on Friday.

Vince Barry, regional lead for Te Whatu Ora will attend with Ben Clark to discuss health localities. Christchurch City has approached around presenting on Te Kaha.



Action

Discuss the possibility of inviting David Seymour and Toni Severin from ACT to the Mayoral Forum dinner in August with Nigel.

5 May - have spoken to Nigel, will send invitations for ACT leader and/or deputy leader and/or local govt spokesperson, along with Toni Severin to attend Mayoral Forum dinner before Aug meeting and to extend an invitation to Greens leader(s) and/or deputy leader and/or local govt spokesperson, along with Eugenie Sage to attend Mayoral Forum lunch following Aug meeting.

Due Date: 25 May 2023
Owner: Maree McNeilly



Action

Ask Nigel if the Mayoral Forum would like to hear from Christchurch City Council on Te Kaha funding.

4 May - Spoke to Boyd Becker, he will organise within CCC about appropriate time for this discussion to come to the CMF and will arrange for Phil to speak directly to Nigel about when this may occur - possibly not until the end of the year, or early 2024.

Due Date: 5 May 2023
Owner: Maree McNeilly

5.2 Regional Public Service Commissioner update

The paper was taken as read.



Action

Find out if the Regional Public Service Commissioner has a term of service.

4 May - have been advised that the RPSC positions that sit under the Commissioner are contingent on Budget 2023

Due Date: 12 May 2023
Owner: Maree McNeilly

6. General business

6.1 General business

There were no items of general business.

7. Close Meeting

7.1 Meeting debrief

7.2 Closing karakia

Members joined in closing karakia.

7.3 Close the meeting

Next meeting: Canterbury Chief Executives Forum - 31 Jul 2023, 9:00 am

Other upcoming meetings:

- Mayoral Forum – Friday 2 June 2023 8.30am-1.00pm at Commodore Hotel

Signature: _____

Date: _____

Action List

Canterbury Chief Executives Forum

As of: 20 Jul 2023

Consider how the Forum might join forces on resourcing

In Progress

Lynn to think about how the Forum might best work to join forces on resourcing.

13/06: Lynn is working on this, Maree has emailed Jo to follow up on this.

Response from Lynn

“Following the discussion at the last meeting I made inquiries regarding joint approaches to resourcing and the potential for shared services. These opportunities have already been identified and discussed at the Corporate and Operations Forums of CMF, however, there is little visibility of progress, at least within Christchurch District Council. If this is an agreed priority for CMF then further engagement with these Forums to understand the opportunities/barriers could be a logical next step.”

Due Date: 13 Jul 2023

Owner: Maree McNeilly

Meeting: 30 Jan 2023 Canterbury Chief Executives Forum, 2.1 Discussion

Canterbury Chief Executives Forum

Date: 31 July 2023

Presented by: Bede Carran

Affordable Water – Entity I: go live timing

Purpose

1. The purpose of this paper is to discuss the letter from the National Transition Unit, provided at attachment 1, with respect to council's preferences for the go live timing for Entity I.

Recommendation

That the Canterbury Chief Executives Forum:

1. **agree to raise this matter for discussion at the Canterbury Mayoral Forum meeting to be held on 25 August 2023.**

Attachments

- National Transition Unit letter Entity I: Canterbury/West Coast Go Live Timing Preference

7 July 2023

Mayor Nigel Bowen
Timaru District Council
P O Box 522
TIMARU 7940

Dear Mayor Bowen

Entity I: Canterbury/West Coast Go Live Timing Preference

On 5 July 2023, members of the National Transition Unit held a roadshow in Christchurch to update council executives on the latest water reform developments. In addition to providing an update, we canvassed how best to obtain feedback from Councils on their preferred go live date for the Canterbury/West Coast region. It was agreed at the meeting that the National Transition Unit should write to each Council seeking their views on a preferred entity go live date. This correspondence therefore represents an invitation for your Council to provide such feedback. In particular we are seeking a response to the following questions:

- When would your Council ideally wish entity I to go live?
- Are there reasons you would like to share as to why your Council favours a specific go live date?
- Is there more than one go live date that your council feels could accommodate their needs?

Should Canterbury/West Coast Councils choose to provide a single collective response then this would certainly be welcome, however we would still be pleased to receive any additional feedback from your Council.

I would also welcome the opportunity to meet with your Council or Executive to hear perspectives first hand or to discuss other reform related matters.

Ideally, we would appreciate receiving a response by the end of July 2023. This will provide the National Transition Unit sufficient time to provide the Minister with a national view on entity go live staging.

Yours faithfully



Michael Brewster
National Transition Unit

c.c. Bede Carron
Chief Executive
Timaru District Council
P O Box 522
TIMARU 7940

c.c. Heather Shotter

Canterbury Chief Executives Forum

Date: 31 July 2023

Presented by: Dr Stefanie Rixecker, Environment Canterbury

Canterbury Water Management Strategy update

Purpose

1. This paper provides the Canterbury Chief Executives Forum with an update on region-wide progress of Canterbury Water Management Strategy (CWMS) partners' work towards implementing the CWMS for April to June 2023.

Recommendation

That the Canterbury Chief Executives Forum:

1. receive this report.

Update on region-wide progress towards implementing the CWMS

CWMS committee updates

2. Hurunui District Council continues to lead the establishment of a new Hurunui Water and Land Committee in conjunction with Environment Canterbury, and Kaikōura and Ngāi Tūāhuriri Rūnanga.
3. Zone committees continue to focus on implementing actions on the ground to support the delivery of the CWMS Targets and goals. In doing so, committees have fully utilised the available CWMS Action Plan Budget of \$50,000 in each Water Zone for 2022/23. Environment Canterbury, through its 2023/2024 Annual Plan, has agreed to increase this funding to \$75,000 per committee for the 2023/2024 year.
4. Attachment 1 provides a summary of the last three months' progress of zone committee projects.

RMA planning and implementation

5. Environment Canterbury continues to work through the final appeal on Plan Change 7, made to the High Court on points of law. The hearing took place in early July 2023 and we await the court's decision. Three appeals have been withdrawn by the appellants, and one has been resolved. Provisions not under appeal can now be treated as operative. Further information can be found on the Environment Canterbury [website](#)¹.

Key regional projects/campaigns

6. The CWMS is implemented throughout the Canterbury region by the CWMS partners through a range of statutory and non-statutory obligations and working with a number of agencies and community groups.
7. This section of the update provides information on the delivery of actions by CWMS partners to meet the 2025 goals under the ten targets, although not all ten target areas are intended to be covered each quarter. Progress against the CWMS Targets is reported on Environment Canterbury's [website](#)².
8. Key agencies, organisations and landowners continue to work together to directly address the health of the **Ōtūwharekai / Ashburton Lakes** which supports progress towards the Ecosystem Health and Biodiversity Target.
9. In May, the Ministry for the Environment released its '[Lessons Learnt](#)' report, which assessed the range of regulatory system issues that have contributed to environmental decline at the Ōtūwharekai / Ashburton lakes. The report highlighted that the regulatory system, at both the national and regional level, did not sufficiently protect the lakes, nor deliver on mana whenua aspirations for freshwater.
10. Environment Canterbury has continued to work with landowners to make on-farm changes to improve lake outcomes, and farmers have undertaken a number of voluntary actions as part of this. Environment Canterbury is now working at a catchment level to ensure all Ōtūwharekai farms meet increasingly stringent regulatory requirements and have the appropriate authorisations in place. Processing the consent applications for two of the farms is part of this, as is ensuring any necessary Intensive Winter Grazing consents are sought.
11. Alongside this, the Ōtūwharekai Working Group intends to progress the development of lake-by-lake management plans, supported by science and research. In May the Group presented to the Ashburton Water Zone Committee and provided an update on this year's water quality monitoring results as well as a progress update on other actions (available at www.ecan.govt.nz/otuwaharekai).

¹ <https://www.ecan.govt.nz/your-region/plans-strategies-and-bylaws/canterbury-land-and-water-regional-plan/change-7/>

² <https://www.ecan.govt.nz/your-region/your-environment/water/measuring-cwms-progress/>

12. The **Te Mōkihi Programme** is a partnership between Te Rūnanga o Arowhenua, Te Rūnanga o Moeraki, Te Rūnanga o Waihao, Environment Canterbury, the Department of Conservation, Land Information NZ, Mackenzie District Council, and Waitaki District Council, focused on improving environmental, cultural, social, and economic outcomes in Te Manahuna/ Mackenzie Basin (supporting progress towards the Ecosystem Health and Biodiversity Target).
13. Discussions are ongoing with Waitaki District Council regarding a parcel of land near Ōmarama that is of interest for both the Te Manahuna Tūrangawaewae and Grazing Licences projects. The purpose of the Te Manahuna Tūrangawaewae project is to enable the return of a mana whenua presence, visibility, and footprint in Te Manahuna. The Grazing Licences project aims to understand how each agencies' grazing leases are considered and managed, in order to better enable environmental benefits.
14. The **Whakaora Te Waihora** Programme is an operational programme of the Te Waihora Co-Governance Group (members are Te Rūnanga o Ngāi Tahu, Environment Canterbury, Selwyn District Council, Christchurch City Council, and the Department of Conservation) to restore and rejuvenate the mana, mauri and ecosystem of Te Waihora/Lake Ellesmere (supporting progress towards the Ecosystem Health and Biodiversity and Kaitiakitanga Targets).
15. A key project within this is the Whakaora Te Waikēkēwai project. This is led by Te Taumutu Rūnanga, co-managed between Te Taumutu Rūnanga and Environment Canterbury, and funded by Environment Canterbury and the Government's Freshwater Improvement Fund, to restore the mid-lower stretches of Te Waikēkēwai/Waikēkēwai Stream. Key milestones for the quarter include: the development of landowner agreements; the completion of the design for the Te Repo o Papatahora Wetland; the initiation of a contract to procure, install and maintain riparian and wetland plants; and the initiation of a mātauranga Māori and water quality monitoring programme.

Update on a new planning framework

16. Ngā Papatipu Rūnanga Waitaha and Environment Canterbury are working in partnership on the development of the Regional Policy Statement. At its May hui, Te Rōpū Tuia (the governance group) considered a work programme and engagement plan to deliver that scope. The June hui was cancelled in acknowledgement of the passing of Clare Williams.
17. Consultation with the community began in mid-June and is expected to continue throughout 2023 and into early 2024. Environment Canterbury has also begun co-ordinating engagement opportunities with city and district councils.
18. Environment Canterbury is working with councils' respective planning teams to ensure feedback is received from all councils, including elected members, with options to meet virtually and/or in person. Further information is provided on the Environment Canterbury [website](#)³.

Central government policy

Essential Freshwater implementation

19. Alongside reviewing the regional land and water planning framework, Environment Canterbury continues to develop its approach to implementing the new requirements of the Essential Freshwater package and provides regular updates on the [Environment Canterbury website](#)³. This includes developing campaigns to help landowners understand the requirements of the Essential Freshwater National Environmental Standards. This includes key messages, factsheets and resources for wetland protection, synthetic nitrogen cap and intensive winter grazing.
20. Dairy farmers are now required to report their annual synthetic nitrogen fertiliser use to Environment Canterbury by 31 July annually. Environment Canterbury has worked with industry partners as well as using traditional media channels to share this message. All dairy farmers were contacted in May, reminding them of this requirement and directed to the National Online Reporting tool or via the Ballance and Ravensdown external reporting tool. Version two of the National tool has been developed, improving farmer usability, and including map co-ordinates for councils to use.
21. From 1 November 2022, new national rules around winter grazing came into force. Under these rules, Canterbury farmers who cannot meet the Permitted Activity rules need to apply for resource consent for intensive winter grazing (IWG). A suite of information for farmers around IWG is now available at the [Environment Canterbury website](#)⁴.
22. As part of IWG monitoring, Environment Canterbury undertook two flyovers in the Ashburton and Waimakariri Districts, with an additional two flyovers planned for mid-July. Environment Canterbury is following up with farmers to support improvements or commend good practice in preparing paddocks for intensive winter grazing. The next steps are to focus on areas with high environmental risk, identifying those who need consents and support to become compliant with the new regulations.

³ <https://www.ecan.govt.nz/your-region/your-environment/water/essential-freshwater-package>

⁴ <https://www.ecan.govt.nz/your-region/farmers-hub/essential-freshwater-package-farmers-guide/intensive-winter-grazing/>

23. Freshwater Farm Plan Regulations (part of the Essential Freshwater package) were gazetted on 6 June 2023. Implementation nationally is to occur in a staged manner, starting in Southland and Waikato. Implementation in Canterbury is expected to start in 2025 and Environment Canterbury staff are now preparing for the regional implementation of Freshwater Farm plans. In the interim, audits of existing Farm Environment Plans are still required. Key messages about Freshwater Farm Plans are available on the Environment Canterbury [website](#)⁵.

Attachments

- Attachment 1: Zone Committee Action Plan overview April to June 2023

⁵ <https://www.ecan.govt.nz/your-region/farmers-hub/essential-freshwater-package-farmers-guide/freshwater-farm-plans/>

Attachment 1: Zone Committee Action Plan overview April to June 2023

Regional Committee		
Target	Focus of the Action Plan	Highlights of practical work underway
	To be developed once Committee established	TBC
Kaikōura Zone Committee		
Target	Focus of the Action Plan	Highlights of practical work underway
<p>Natural Character of Braided Rivers Target</p> <p>Ecosystem Health and Biodiversity Target</p> <p>Kaitiakitanga Target</p>	<p>Supporting “ki uta ki tai” projects and identifying future projects</p> <p>Enhance biodiversity, and improve amenity and recreation values</p> <p>Facilitate understanding of catchment systems within our zone, build community knowledge and connection to these systems and increase public participation</p>	<ul style="list-style-type: none"> Action Plan Budget funding allocated towards supporting ‘Wetlands and Riparian Restoration Projects’ including maintenance of native plantings and control of brush weeds on several Environment Canterbury managed projects have enabled some projects to be handed over to the respective landowners. Focus of the last quarter has been supporting ongoing weed control work by 11 landowners and the work of the Hāpuku Catchment Collective project. The Committee also supported a well-received ‘weedy workshop’ as part of the Hapuku Catchment Collective Initiative which aimed to help people identify and control key invasive vine species in a high value, mixed use, bush corridor. The annual Stakeholders hui around collective weed and pest control efforts in the Waiau Toa catchment was held on 31 May, between Environment Canterbury, LINZ, Te Rūnanga o Kaikōura, Marlborough District Council, Main Power & DOC. Planning is underway for the annual community hui in Clarence in October, bringing the local community together to receive their feedback and discuss upcoming work programmes. At its May meeting, the committee received a presentation from ECan summarising results of recent groundwater reports in relation to the Kaikoura zone. The committee also appointed a ‘Youth Rep’ to enable connections with the community’s youth and agreed to reallocate underspent funds from the ‘Waikōau Stream and Beach Clean Up’, to the ‘Hapuku Catchment Collective Initiative’, enabling further support for landowners’ weed control efforts. At its June workshop session, presentations were given on Mahinga kai & Mātauranga, the committee reviewed the 2021-2024 action plan & discussed possible projects to fund in the 23/24 financial year.

Hurunui Waiau Zone Committee		
Target	Focus of the Action Plan	Highlights of practical work underway
	To be developed once Water & Land Committee established	TBC
Waimakariri Zone Committee		
Target	Focus of the Action Plan	Highlights of practical work underway
Ecosystem Health and Biodiversity Target Drinking Water Target Natural Character of Braided Rivers Target Recreation and Amenity Opportunities Target Kaitiakitanga Target	Improved monitoring of water resources Biodiversity improvements Braided Rivers Recreation resources Mahinga kai improvements	<ul style="list-style-type: none"> At its May meeting the Committee received an update on the Ashley/Rakahuri Braided River Revival draft strategy developed by Environment Canterbury. This update clarified the consultation on this strategy will be slowed in 2023 to allow the pending consultation on the Regional Integrated Planning Framework to commence and frame related community consultation, such as Braided River Revival. The Committee also confirmed its support of projects: <ul style="list-style-type: none"> Waimakariri Landcare Trust – Water Quality Monitoring Gap Analysis of spatial and temporal data gaps in freshwater quality monitoring programme to identify additional monitoring needed to meet future planning requirements. Waimakariri Biodiversity Trust – Wetland Restoration Daiken NZ property project to restore a wetland and its biodiversity associated with the headwaters of Saltwater Creek, Sefton; initial funds are supporting research. Ashley Rakahuri Rivercare Group –Weed Clearing project to protect braided river bird nesting areas in the Ashley Rakahuri River by clearing 4.6 ha of weeds planned for 10 separate islands 3km downstream between Rangiora and the airfield. The Committee is working to establish three environmental awards to be granted on projects aligned with the 2021-24 Action Plan priorities. Awards will be presented at the Waimakariri District Council's 2023 community awards.
Christchurch-West Melton		

Target	Focus of the Action Plan	Highlights of practical work underway
<p>Ecosystem Health and Biodiversity Target</p> <p>Kaitiakitanga Target</p>	<p>Enhance mahinga kai</p> <p>Engage community</p> <p>Enhance ecosystem health</p>	<ul style="list-style-type: none"> Banks Peninsula, Christchurch West Melton Zone Committees and Whaka-Ora Healthy Harbour Programme held a joint erosion and sediment control workshop in April with Christchurch City Council and Environment Canterbury staff and community groups. 57 people attended and it received excellent feedback. Several initiatives from this workshop are being followed up Committee members presented to Christchurch City Council and Environment Canterbury Land and Water Committee on their recommendation for an independent audit of all aspects of the effectiveness of erosion and sediment control, resulting in several resolutions by each Council. Stormwater Superhero awareness campaign finalised and launched. Committee members took part in Community Waterways Partnership Hui in June. Partners heard about community litter projects that others can also support/participate in. Update on implementation of actions to support outcomes. Christchurch City Council Draft Healthy Waterways Action Plan shared at hui and opened for feedback.
Banks Peninsula Zone Committee		
Target	Focus of the Action Plan	Highlights of practical work underway
<p>Ecosystem Health and Biodiversity Target</p> <p>Kaitiakitanga Target</p>	<p>Enhance ecosystem health</p> <p>Engage community</p>	<ul style="list-style-type: none"> Banks Peninsula, Christchurch West Melton Zone Committees and Whaka-Ora Healthy Harbour Programme held a joint erosion and sediment control workshop in April with Christchurch City Council and Environment Canterbury staff and community groups. 57 people attended and it received excellent feedback. Several initiatives from this workshop are being followed up. Following the March meeting on recreational water quality, two workshops were held during May to develop suggestions for improving communication and signage. These have been shared with Environment Canterbury, Christchurch City Council and Te Whatu Ora staff. Environment Canterbury shared results of the faecal source tracking with the Committee and key community members at the Committee's June meeting.
Selwyn-Waihora Zone Committee		
Target	Focus of the Action Plan	Highlights of practical work underway

<p>Ecosystem Health and Biodiversity Target</p> <p>Drinking Water Target</p> <p>Natural Character of Braided Rivers Target</p> <p>Recreation and Amenity opportunities Target</p> <p>Kaitiakitanga Target</p>	<p>Raising awareness of private drinking water supply risks</p> <p>Healthy Waikirikiri/Selwyn River</p> <p>Enhance mahinga kai, recreation and amenity values</p> <p>Catchment nutrient targets and water quality outcomes</p> <p>Healthy Te Waihora</p>	<ul style="list-style-type: none"> • At their April meeting, the Zone Committee received a presentation on the “Subsurface processes in braided rivers” research programme including research undertaken on the Waikirikiri/Selwyn River. The research highlighted the technological developments being utilised to assess surface and groundwater interaction and the effects that degradation of a riverbed has on a river’s ability to recharge groundwater. • In May, the Zone Committee visited the Boat Creek Reserve, an ecological restoration and enhancement project supported by the Committee over the last two years. The visit highlighted how the Zone Committee Action Plan (ZCAP) funding had contributed to the success of the restoration and the future restoration plans for the site. • The Zone Committee confirmed their support for the remaining ZCAP funding to go towards Te Ara Kākāriki’s Ōkakaraiti Legacy Site planting. Ōkakaraiti is an important larger scale green dot which forms part of the Greendot Corridor in the Selwyn District. The site will provide a breeding habitat for birds in the future. • The Zone Committee are actively involved with several groups/organisations within the zone which help support the delivery of CWMS. Committee members are involved in the Coes Ford working group, Rakaia Catchment Environmental Enhancement Society and Whakakōhanga Kōrero group. • A workshop was held in May to discuss their drivers for joining the Zone Committee and priorities for the year ahead. Themes identified to date include community being at the heart; collaboration and sharing of knowledge; and supporting mana whenua to uphold their mana in freshwater management matters. • The Zone Committee is actively pursuing community engagement opportunities which align with their Action Plan and support collaboration. These include community drinking water testing days to improve education and awareness, opportunities to support catchment group formation, and educational events that will help deliver freshwater outcomes.
<p>Ashburton Zone Committee</p>		
<p>Target</p>	<p>Focus of the Action Plan</p>	<p>Highlights of practical work underway</p>
<p>Ecosystem Health and Biodiversity Target</p>	<p>We will work towards improving ecosystem health and meeting biodiversity targets</p>	<ul style="list-style-type: none"> • In May members of the Ashburton, OTOP, and Lower Waitaki Zone Committees met at Ealing to learn about Ko te whakahaumanu o te Rakitata awa/ Rangitata Revival. This partnership programme brings together Te Rūnanga o Arowhenua. as mana whenua and kaitiaki of the Rangitata River/Rakitata, government agencies and the community in partnership. Following the meeting the group visited Ōtakitane/McKinnon’s Creek – a spring-

<p>Recreation and Amenity opportunities Target</p> <p>Kaitiakitanga Target</p>	<p>We will support measures to enhance recreation and amenity targets</p>	<p>fed stream on the south side of the Rakitata/Rangitata River, which is undergoing significant work by Te Kete Tipuranaga O Huirapa (a division of Arowhenua Native Nursery).</p> <ul style="list-style-type: none"> The committee members appreciated learning about the programme and future consultation process, and they valued the opportunity to feed back their local knowledge and perspectives.
<p>Orari-Temuka-Opihi-Pareora Zone Committee</p>		
<p>Target</p>	<p>Focus of the Action Plan</p>	<p>Highlights of practical work underway</p>
<p>Ecosystem Health and Biodiversity Target</p> <p>Kaitiakitanga Target</p>	<p>Protecting, enhancing and restoring mahinga kai and tuhituhi nehera sites.</p> <p>We commit to raising awareness of te mana o te wai and te mana o te awa in a rural, urban and industrial context.</p>	<ul style="list-style-type: none"> Te Ahi Tarakihi Creek project is investing over \$5000 in riparian planting for the lower reaches of the catchment for the financial year ending June 2023. In addition to enhancing water quality this planting will increase the sites' indigenous species diversity and abundance. Te Ana Rock Art Centre: the committee are sponsoring up to 100 people to engage with cultural understandings around water management and its mauri in the OTOP catchment. Te Ana Rock Art Centre's programme will compliment Te Tiriti training by encouraging on the ground cultural perspectives of land and water management from an historic, holistically sustainable and cultural perspective. Opuha Water Ltd (OWL) Biodiversity Plan: The committee are providing funds to support OWL with the implementation OWL's shareholder Biodiversity Plans actions including riparian planting and fencing of wetlands. This support will enable OWL to stretch their available budget across more applicants enabling increased engagement and action around the sustainable management of water and the enhancement of its mauri in the catchment than could otherwise be achieved. Kakahu Phosphorus Management Project: Catchment Collective South Canterbury is being supported for the following: <ul style="list-style-type: none"> Critical source mapping: Identify critical source areas and provide practical solutions that will improve water quality within the Kakahu catchment (N, P, E. coli, sediment) Sediment Control: Bank battering and sediment trapping; provision of grass seed and sedges Water Quality Sampling: Acquiring baseline and comparative data to assist with management plans that work toward improving the overall water quality of the Kakahu River.

		<ul style="list-style-type: none"> • Te Kopi o Te Opihi: This continuing project at Burkes Pass focuses on fencing, willow control, planting and plant protection, predator control and water quality monitoring.
Upper Waitaki Zone Committee		
Target	Focus of the Action Plan	Highlights of practical work underway
<p>Ecosystem Health and Biodiversity Target</p> <p>Recreation and Amenity opportunities Target</p> <p>Kaitiakitanga Target</p>	<p>Gaining insight into cultural values and areas of significance relating to mahinga kai</p> <p>Engaging with schools and youth to illustrate the importance of mahinga kai and the local history</p> <p>Increasing engagement with Ngāi Tahu regarding enhancement of Nohoanga sites</p> <p>Hosting hāngī for stakeholders and local schools.</p>	<ul style="list-style-type: none"> • Two native biodiversity demonstration plots are earmarked to be planted adjacent to the Twizel River Reserve and Omarama Stream to increase awareness of the role riparian planting can play in improving water quality. Te Kete Tipuranga o Hurapa will manage this project. • The committee are supporting the Ahuriri Catchment Group to employ a catchment group facilitator and support the Group’s willow and wilding control work. • Ohau Conservation Trust have received funds from the committee for a ‘cultural values statement’ (CVS) for the Lake Middleton Recreation Reserve. A CVS will provide key foundational knowledge to develop plans for management and use for Lake Middleton and its surrounds. • In May, a very successful community hangi was held at Omarama Station attended by up to 90 people inclusive of Omarama School. The hangi provided a chance for people to learn about tangata whenua values including manaakitanga (respect) and rangatiratanga (mana/leadership) while enjoying good food. This event was widely publicised in local media in the Upper Waitaki & Orari-Temuka-Opihi-Pareora zones.
Lower Waitaki Zone Committee		
Target	Focus of the Action Plan	Highlights of practical work underway
<p>Ecosystem Health and Biodiversity Target</p> <p>Recreation and Amenity</p>	<p>Working alongside landowners, rūnaka, communities, councils and others towards ecosystem health and biodiversity targets</p> <p>Educating, motivating and inspiring communities</p>	<ul style="list-style-type: none"> • The Zone Committee recommended ‘start-up’ funding for a catchment group in the Makikihi Otaio catchments, which are in the northern part of the zone (Northern Streams). A visioning workshop was facilitated in May by NZ Landcare Trust/Ngā Matapopore Whenua and Supported by MPI. It was well attended by motivated locals. The new group is also being supported by the adjacent Waihao Wainono Catchment Community Group.

opportunities Target		
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Canterbury Chief Executives Forum

Date: 31 July 2023

Presented by: Angela Oosthuizen, Chair, Canterbury Corporate Forum

Collaborative procurement project

Purpose

1. This paper discusses the findings to date of the collaborative procurement project and asks the Chief Executives Forum to approve its next steps.

Recommendations

That the Canterbury Chief Executives Forum:

1. **note the Corporate Forum's findings from the collaborative procurement project**
2. **agree that the \$25,000 set aside in 2021 from the regional forums budget for an external contractor to complete the last phase of the collaborative procurement project is no longer required**
3. **approve \$11,000 from the regional forums budget to allow all Canterbury councils to join the MahiTahi Collaboration Portal for the 2023/24 year**
4. **note that the Corporate Forum will incorporate in its agendas a standard item to provide adequate time at each meeting to discuss and identify collaborative procurement opportunities.**

Background

2. In late 2020 Deloitte completed a report analysing Canterbury councils' third-party expenditure and assessing procurement maturity. A copy of this report is attached. Following receipt, the Chief Executives Forum agreed that the Finance Managers Group would scope the next phase of the work, which would look into opportunities for collaborative procurement.
3. In August 2021 the Chief Executives Forum endorsed the Corporate Forum progressing work to investigate the feasibility and value of a model for collaborative procurement in Canterbury, and agreed to the appointment of an external contractor, up to a cost of \$25,000, to complete the investigation into a model for collaborative procurement in Canterbury and identify opportunities for collaboration. A three-phase approach to this work was agreed to in late 2021.

4. The Christchurch City Council's procurement team, through a procurement specialist, has led this project for the Forum, with support from Andrew Thrift at the Ministry of Business, Innovation and Employment (MBIE).
5. At the Corporate Forum's March 2023 meeting, members agreed it was timely to review progress with the project alongside its initial scope. This review occurred at the June 2023 meeting.
6. Following the March meeting, the secretariat was advised that the project manager was leaving his role at the City Council and would no longer be able to lead the project for the Forum. Recruitment for this role is ongoing.

Project approach, process and findings

Project phases

7. In December 2021, the Corporate Forum agreed to break the project down into three phases:
 - phase 1 was intended to help councils make better use of All-of-Government (AoG) contracts
 - phase 2 would build on this, identifying councils' tender thresholds and seeking a top line annual spend value from councils and using this information to prioritise a second tranche of categories to investigate
 - phase 3 would see an external consultant engaged to extract the learnings from the earlier phases and design an ongoing collaborative procurement structure, and possibly an online platform, that the Forum can use for all future collaborative procurement opportunities.
8. Phase 1 was completed in June 2022. Given the findings, the approach to the succeeding phases has not progressed as originally intended, though the procurement landscape for the region is clearer as a result.
9. Process and findings are set out below.

Project process and findings

10. During phase 1, a stocktake was completed which identified 11 AoG contracts that were worth further investigation. Analysis was then undertaken comparing the 11 AoG contracts with councils' current contracts in these categories.
11. The results of this analysis showed that in many of the 11 procurement categories, most Canterbury councils already have AoG contracts in place. Therefore, there is little need to collaborate regionally to improve current procurement outcomes in these areas, though in a minority of cases there were opportunities to make better use of AoG contracts.

12. However, this phase highlighted that a more nuanced approach might be required given councils' differing approaches, challenges and policies for procurement. The Corporate Forum agreed that the project manager would delve deeper into each council's procurement situation so that a more comprehensive picture could be established.
13. This process identified possible gaps and expected savings across the region from increasing the volume of AoG contracts used for print, IT hardware, office furniture, and legal services categories. This information was provided to all members to share with their teams. As a result, members agreed that, in principle, ensuring councils investigated AoG contracts as part of each procurement process should be a focus across the region.
14. With this part of the project complete, members agreed the next step would be to identify which procurement areas their council finds particularly challenging or complex where a more collaborative, regional approach may offer benefit.
15. Challenges identified included:
 - the commercially sensitive nature of AoG contracts
 - lack of flexibility in managing supplier performance in AoG contracts
 - short notice for AoG contract renewals
 - procurement for vehicle purchases, particularly moving from petrol to electric vehicles
16. The following categories were identified as having the potential to be approached regionally:
 - office furniture
 - forestry, carbon credits and emissions trading scheme consultants
 - fleet management and fuel
 - IT consultants.
17. The project manager found that the majority of councils are not using AoG contracts for office furniture, so there is potential scope to take a regional approach in this category. However, in discussions with councils, there may be a challenge with resources to make this work regionally. The project manager also noted that Christchurch City Council will be establishing an open panel for IT consultants in the next year, which will cover more specific categories in the IT consultant space, and other councils may wish to collaborate on this.
18. At the December 2022 Corporate Forum meeting, members endorsed the development of a draft forward plan for regional collaboration on procurement categories where there is clear benefit in working together. The intention was that the plan would help to demonstrate the demand in particular areas and test appetite to collaborate regionally.

19. Progress on developing a draft forward plan for procurement lost momentum between December and March due to the December/January break period and pressure on staff workloads at many councils. However, at the March 2023 Corporate Forum meeting the project manager reported that:
- there is an opportunity to collaborate on vehicle booking and fleet management. Christchurch City and Timaru have joined together on a syndicated contract with Smartrak for the next 12 months, and are now working together on a longer term procurement plan for this category. Environment Canterbury has indicated it might be in a position to collaborate in the future; others have advised because the size of their fleet will somewhat depend on the Affordable Water reform, they are not yet in a position to consider collaborating at this stage
 - there are potential opportunities in the future for collaboration on forestry, carbon credits and emissions trading scheme consultants. Christchurch City and Timaru have had an initial meeting to discuss these
 - neither the office furniture nor fuel categories appear to provide any opportunity for a regional approach at this stage.

Project evaluation and next steps

20. The work so far has identified regional collaboration opportunities in the following areas:
- IT consultants
 - vehicle booking and fleet management
 - forestry, carbon credits and ETS consultants.
21. It has also highlighted the importance of using AoG contracts where possible.
22. Although the project completed phase 1 and parts of phase 2, it did not progress to phase 3. This is because while there was no direct discussion with councils during the project on the appetite for a more formalised structure for collaborative procurement, the findings of the AoG stocktake and the analysis to understand procurement categories where there might be improved opportunities for collaboration indicate that a less formal structure and approach may be preferred.
23. As the project did not progress to phase 3 the budget approved to cover an external consultant has not been used.

Options for next steps

24. The Forum considered a number of questions when discussing potential next steps for the project, including:
- has the work completed to date resulted in enough of a comprehensive picture of Canterbury councils' procurement? If not, what further work is required?
 - has the project gone as far as it can at this point, and is it time to wind it up?

- does the Forum believe there is enough appetite for regional collaboration to warrant a more structured regional approach to procurement?
 - does the Forum consider that phase 3 of the project is still required? What is the likely scope, timeframe and outcomes sought for the work?
 - if the Forum considers phase 3 is not required, what other options are there for identifying the best procurement model for the region?
25. The Forum agreed that the project has resulted in a much clearer picture of councils' procurement, meaning that Canterbury is in a better position to make a decision on what model for collaborative procurement might be the most appropriate.
26. However, members also agreed that the project has shown there is limited appetite for a formal procurement structure such as a joint CCO or LASS. This may change down the track once the future for local government is clearer, but at this stage the appetite is low.
27. Although the Chief Executives Forum has set aside \$25,000 for the third phase of the project to engage a contractor to report on the best collaborative procurement model, the Forum does not consider this would be money well spent given the project's findings.
28. Instead of looking to implement a new, formalised structure or platform, the Forum considers a better approach could be to embed more opportunities to collaborate when appropriate.
29. The Forum examined the following options:
- joining the Mahitahi Collaboration Portal
 - setting up a collaboration space for procurement managers to keep on top of AoG prospects and other regional procurement opportunities
 - ensuring identifying opportunities for regional collaboration on procurement is a standing agenda item at either/both of the Finance Managers Group and Corporate Forum.

MahiTahi Collaboration Portal

30. Members received a presentation from the chief executive of the Bay of Plenty LASS in 2021, which included information on and a demonstration of the MahiTahi Collaboration Portal¹.
31. The portal is based in Microsoft Teams and offers greater opportunities to find local government collaboration partners on projects and procurements. The portal shows current projects across local government (from those councils that are signed up to the portal) and allows easy connection for collaboration. It also offers a file repository to

¹ <https://collaborate.org.nz/index.php/portal/>

enable sharing of documents, strategies, policies and procedures, project information, business cases, templates and reports.

32. Annual membership is usually \$1200 per council, which includes admin support, ongoing development, running and hosting costs. The Bay of Plenty LASS, which manages the portal, has advised that they could offer the yearly subscription to all Canterbury councils, if joining as a collective, for \$1000 each. The subscription period runs on the financial, rather than calendar, year.
33. The secretariat has been advised that 54 councils are currently subscribed to the portal. 19 of these are in the South Island.
34. This option could provide good opportunities for collaboration (within Canterbury and more widely across local government), while ensuring each council can take an individual approach to specific procurements where it prefers to do so. It also has wider collaboration opportunities than just procurements, which many councils may find valuable.
35. It does, however, involve a cost to all councils. To mitigate this, the Chief Executives Forum could agree to fund a year's subscription for all councils with some of the funding that was to be used for phase 3 of the project. Using the portal for a year would give councils the chance to explore all of its benefits.
36. In discussion with the Bay of Plenty LASS after the last Corporate Forum meeting, it came to light that four Canterbury councils have subscribed to the portal previously. If the recommendation to fund all councils joining the portal for one year is accepted, and any of these councils remain members, it is proposed that those four would be refunded \$1,000 each from the \$11,000 set aside to pay for all councils' membership to cover the 2023/24 year.

An informal working group and MS Teams channel for procurement managers

37. To ensure a focus remains on getting value from AoG contracts, the procurement managers from each council could meet as required to review AoG opportunities as they come up for renewal. To support this, an MS Teams collaboration site could be set up to keep these managers in touch and encourage greater opportunities for procurement collaboration. While this option may not provide as many opportunities as the MahiTahi Portal, it comes at no cost.
38. However, without dedicated administrative support this may be challenging to keep updated to ensure the members remain accurate, meet as needed, and the site is used as intended. The regional forums secretariat currently maintains a number of MS Teams channels for other regional forums, most of which are little or never used by members. The Finance Managers Group would be an appropriate group to manage the channel and support an informal group to meet, but resources are unlikely to allow for proactive management of this.

Procurement as a standard agenda item

39. As well as one or both of the above, collaborative procurement opportunities (including regular review of AoG opportunities) could be a standard agenda item at Finance Managers Group meetings, and/or Corporate Forum meetings. This would help keep the issue top of mind.

2020 Deloitte report

40. The Corporate Forum also reviewed the Deloitte report to look at whether any of the report's recommendations were worth pursuing. Some of the recommendations in the report included:
- establishing dedicated procurement resources working across the region
 - developing a Canterbury procurement strategy
 - developing a Canterbury procurement policy
 - establishing a centralised Enterprise Resource Planning (ERP) system across the region.
41. Although members did not identify any of these recommendations as priorities, chief executives may consider one or more are worth further investigation.

Recommended option

42. Based on the above, the Corporate Forum's preferred option is:
- for all Canterbury councils to join the Mahitahi Collaboration Portal for one year
 - to establish a standard agenda item for discussing and identifying collaborative procurement opportunities, including AoG opportunities, at all future Corporate Forum meetings to keep the issue top of mind.
43. As noted earlier, the portal provides access to a range of collaboration opportunities, in particular for procurement. There are benefits to Canterbury as a region, and as individual councils, in exploring joint procurements with others. Given the number of councils that are currently subscribed to the service, there are also valuable opportunities for learning from others and a higher chance of not having to 'reinvent the wheel' on a range of issues and processes.
44. The portal is also run on a cost-recovery model, so the more councils that subscribe, the cheaper the yearly rate will be over time. If the regional forums budget covers the first year of subscription, this will take the financial pressure off those councils that may not be able to afford trying it otherwise. At this stage it is not intended that the regional forums budget would cover the cost after the first year of subscription, but this could be revisited once councils have evaluated how useful it is for them.
45. The collaborative procurement project has been a standard agenda item at each Corporate Forum meeting since the project commenced. Keeping procurement as an

agenda item will maintain momentum on an ongoing basis, allowing members to identify and discuss upcoming procurement opportunities (including reviewing AoG opportunities) as these arise.

Attachment

- Copy of Deloitte report on third party expenditure and procurement maturity assessment



OCTOBER 2020

Canterbury Councils

Procurement Review

Draft report

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Executive Summary

PROCUREMENT REVIEW | CANTERBURY COUNCILS

Katherine Harbrow
Chief Financial Officer
Environment Canterbury
C/o Canterbury Councils Mayoral Forum
200 Tuam Street
Christchurch Central City
CHRISTCHURCH 2140

Dear Katherine,

On behalf of the Canterbury Mayoral Forum you have engaged us to provide support to Canterbury Councils with the analysis of third party expenditure for the past calendar year and assessment of procurement maturity as set out in our engagement letter dated 11 August 2020). The intention is to use this analysis to provide insights on potential opportunities for realising savings and uplifting procurement capabilities through procurement initiatives and changes to procurement practices.

We have conducted our *Phase 1* initial assessment based on the high level data provided by participating councils. We are pleased to include some summary information and our findings within this report.

For Phase 1 we focused our attention on the following three areas:

Third party spend – assessing vendor expenditure between January 2019 – December 2019 with the objective to understand and develop observations across third party spend to identify early opportunities for cost savings.

All-of-Government ('AoG') contracts – understanding the application and usage of AoG contracts in each council to identify opportunities to increase use of AoG rates and realise cost savings.

Procurement Maturity – collate self assessment feedback on where councils believe the maturity of their procurement practices sits and provide recommendations for procurement uplift.

Competing priorities (such as the preparation of the 2021 – 2031 Long Term Plan and the 30 June 2020 year end audits) coupled with limited staff capacity meant we were unable to obtain all of the data we requested. This created limitations with the analysis we were able to perform when investigating spend. **One of the key areas of information not provided was the categorisation of vendors by AoG categories.** Categorised spend data provides better insights to determine cost drivers and allows the ability to create specific recommendations to improve savings across the areas of each council's operations. We have reflected this sentiment in our recommendations as it is a foundational step for deriving value out of your procurement functions.

Through this report we have identified numerous recommendations to build individual council maturity and realise cost savings. Notwithstanding this there is a greater opportunity for all participating councils through the centralisation of procurement policy, strategy, joint tendering and sharing of procurement resources.

We would like to take this opportunity to extend our appreciation to management and staff for their assistance and cooperation during the course of our work to date. We look forward to discussing our findings with you soon.

Yours sincerely,

David Seath
Partner, Risk Advisory
dseath@deloitte.co.nz

PROCUREMENT REVIEW | CANTERBURY COUNCILS

Executive Summary (1/2)

Our high level review of spend and our procurement assessment has identified the following immediate opportunities to provide Canterbury Councils with an initial set of initiatives to increase their procurement maturity and realise cost savings.

Short Term

In the absence of fully categorised data, we have chosen to focus our assessment on the Top 50 vendors. We have identified a number of areas where there are opportunities to realise benefits rapidly and minimise spend.

Findings	Opportunity
Limited number of AoG contracts are in use: <ul style="list-style-type: none"> - An average of only 1% of vendors are under AoG contracts; - Participating councils have between 0 and 4 AoG contracts with the Top 50 vendors; and - Less than half of the possible AoG contracts in Top 50 vendors are utilised. 	To make fuller use of AoG contracts to ensure best available rates for Government are secured. We acknowledge that this needs to align with the broader procurement strategy of councils and their public sector obligations (for example, considering the use of local, iwi and Pasifika suppliers).
On average 80% of spend in the period is in the Top 50 Vendors	This highlights the ability to focus on the Top 50 vendors for cost saving optimisation by ensuring contracts are in place that secure best possible rates and agreed service levels.
On average 48% of vendors have less than \$1,500 spend in period	While only making up on average 1% of total spend, reducing the large tail of vendors will reduce associated administration and processing labour time/costs of setting up vendors. This could allow council workers to conduct more value add work for the people they serve e.g. community outcome projects. This could also create the opportunity to consolidate spend with other suppliers and achieve better rates. This increased spend with a smaller number of businesses will create meaningful impacts for priority vendors, rather than the immaterial impact of distributing smaller amounts to the wider community. Purchase cards should be considered for low level expenditure as this will materially reduce processing costs.
Across the Top 50 vendors in each council, there are 57 vendors that are in the Top 50 within more than one council.	There is an opportunity to establish cross council contracts and perform joint (or central) procurements to decrease spend whilst securing lower rates through economies of scale.

Executive Summary (2/2)

Our high level review of spend and our procurement assessment has identified the following opportunities to provide Canterbury Councils with a further set of initiatives to increase their procurement maturity and realise cost savings over the medium to long term.

Medium to long term

Based on the self assessments completed, it appears that councils' procurement practices are generally less mature than similar sized businesses in the private sector. However there is a major advantage when it comes to uplifting this maturity as councils are undertaking similar responsibilities, spending money on similar goods and services, facing similar issues and have access to AoG contracts and other support. Added to this is the lack of competition between councils and the ability for them to work collaboratively. This creates the potential to unlock shared benefits by targeting improvement areas simultaneously or in a centralised effort. **The first step in realising the potential opportunities is through categorisation of vendors and/or spend so as to allow greater insights into procurement data.**

Findings	Opportunity
There is currently no categorisation for vendors or spend data, with the exception of one council.	It is crucial that categorised spend data is available to enable detailed analysis and evidence based insights to further identify areas for spend optimisation and procurement improvement.
Participating councils have different data quality, vendors and level of use of AoG contracts.	High quality data and consistency of categorisation across councils will again allow for better analysis and review of spend performance across the region.
The average results from the councils for the Procurement maturity self assessment are relatively low.	This highlights that the procurement process across the participating councils has room for improvement to ensure it can deliver better outcomes for people they serve and optimise spend. Options for improvement include more detailed procurement process review, centralising future procurement policy and strategy, and ensuring there is availability of a dedicated procurement resource for each of the councils.

Our Approach

Deloitte was engaged by the Canterbury Mayoral Forum to assist in performing a preliminary high-level analysis on Canterbury Councils' supplier spend and procurement maturity.



BACKGROUND & OBJECTIVE

- The COVID-19 pandemic has increased the focus for the Canterbury Councils' to minimise spend and work on efficiencies. A key area of consideration has been realising cost saving through third party spend and optimising how goods and services are currently procured across the Councils. This engagement is being delivered at no direct cost to all Councils as it is being funded by the Canterbury Mayoral Forum.
- The objective of this engagement was to perform an initial procurement review and identify opportunities for Canterbury Councils to uplift procurement capability and minimise cost through analysing third party spend, understanding usage of AoG contracts and assessing the maturity of existing procurement process at each council.
- The recommendations from this analysis will inform the councils in determining future phases of work.



APPROACH

- Prepare information request templates and distribute to participating councils.
- Format and consolidate information obtained from each of the participating councils.
- Follow up on missing information or clarifications as required.
- Examine data for each council and across participating councils relating to vendor spend to identify opportunities for cost saving.
- Analyse the extent to which AoG contracts are used to identify potential cost saving opportunities.
- Summarise findings and document within report.



SCOPE

- Reviewing formatted third party spend (vendor) data. Our initial request was for the data to be categorised for analysis in that format by category, however the data received was not in the requested format so our focus moved to the Top 50 suppliers and suppliers with low level spend.
- Undertaking analysis and opportunity assessment to identify improvement initiatives.
- Identifying quick wins and opportunities for early realisation of savings.
- Identifying potential longer term opportunities and the potential benefits of these
- Providing a view on future phases of work and areas of focus to benefit the Canterbury councils as a whole.

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Participating Canterbury Councils

Our review was based on information supplied by eight participating Councils.

Council

Christchurch City Council

Environment Canterbury

Hurunui District Council

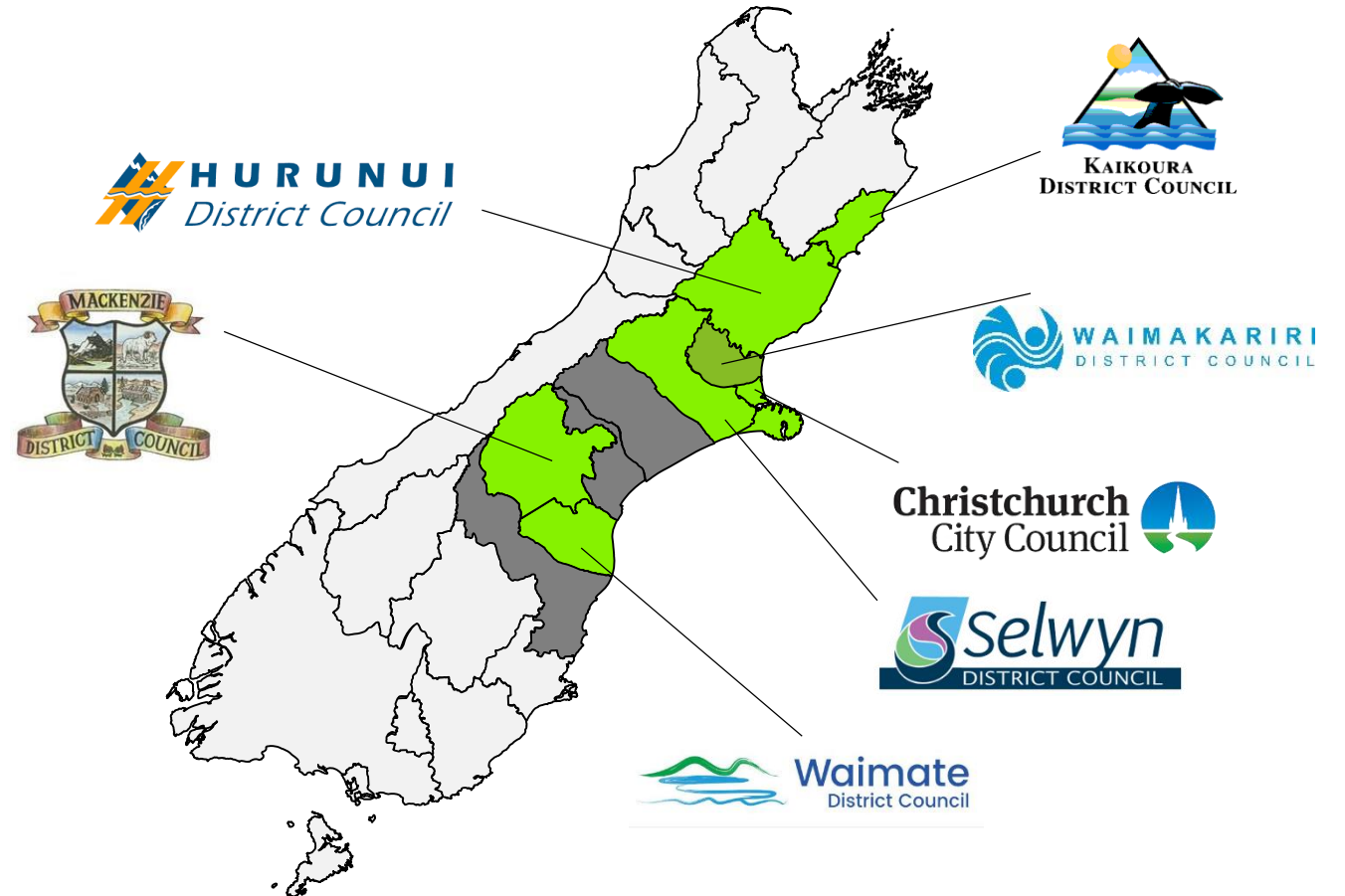
Kaikoura District Council

Mackenzie District Council

Selwyn District Council

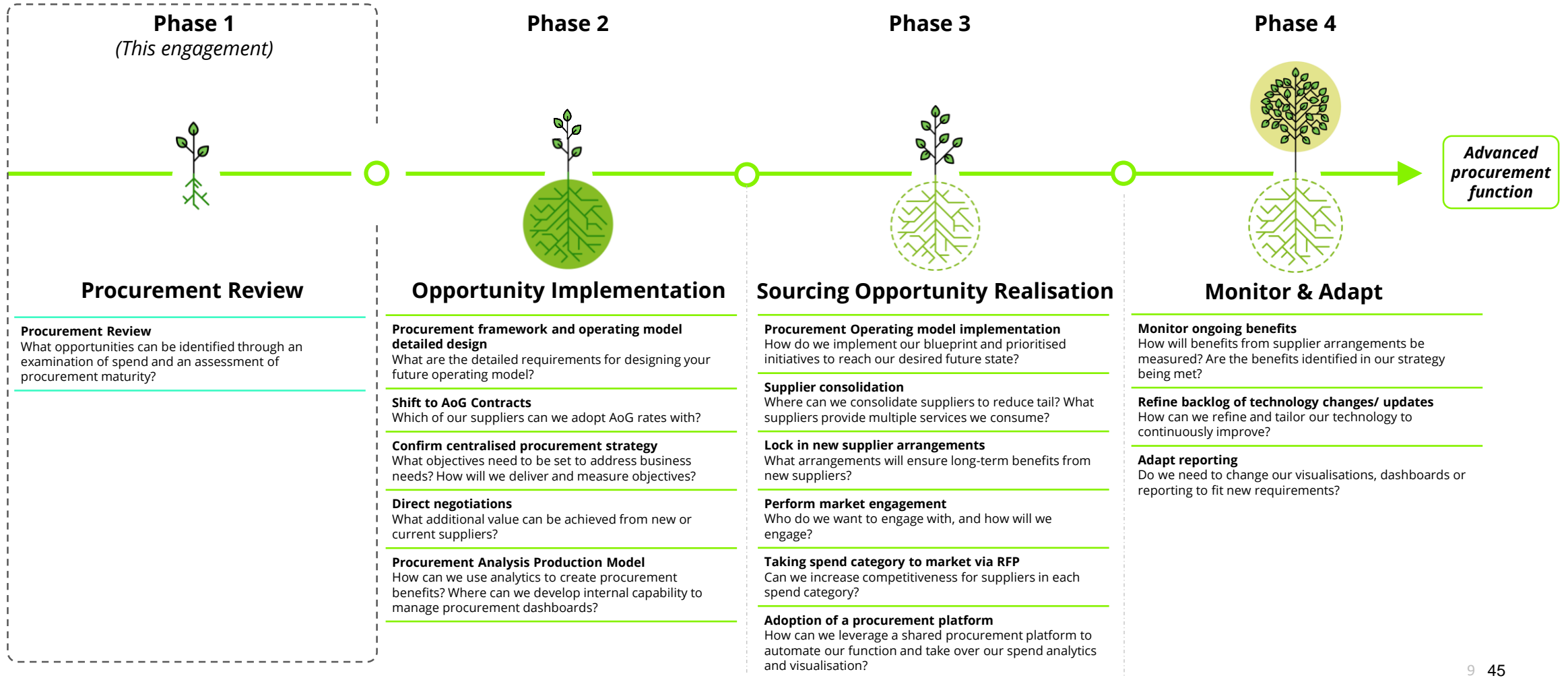
Waimakariri District Council

Waimate District Council



Canterbury Councils Procurement Journey

This initial procurement review sits at the beginning of a much longer journey towards uplifting procurement capability across the councils and realising a full suite of cost savings through centralised and standardised sourcing activities.



Procurement Opportunities

Procurement opportunities (1/2)

Through the spend analysis and our procurement maturity assessment the following opportunities were identified to strengthen and improve current procurement process and allow streamlining and minimisation of costs.

Opportunity	Description
1. Regular spend analysis	Spend analysis should be undertaken (either by individual councils or across participating councils) on a regular basis (semi-annual or annual) to review AP/Vendor spend data extracts and ensure Councils are as lean as possible when it comes to third party spend. This would require categorisation of spend (see below).
2. Uplift vendor or spend categorisation methodology	Utilise a multi-tier categorisation methodology across all Canterbury councils. This will allow consistent spend analysis across Canterbury region and allow for easier identification of potential areas to decrease spend.
3. Dedicated procurement resource(s)	Councils should look to utilise a dedicated procurement resource. The options for this include: 1) A centralised procurement function - central resource/s covering all Canterbury councils 2) Decentralised resources - i.e. resource/s within each council 3) A mix of the two - larger councils continue utilising their existing own procurement resources and smaller councils with no/ limited procurement function could utilise a centralised resource for support, thus sharing the cost, benefit and economies of scale This will allow for experienced resource to be utilised to bring a standardised best practice approach to procurement. It is likely that <u>option 3 is a more viable option</u> in the medium term.
4. Utilise AoG contracts	There is the opportunity to explore further the use of AoG contracts for vendors for which these are not currently utilised. The focus should initially be on vendors used by multiple councils with high value spend. The next step would then be targeting of individual councils and their top vendors that could benefit from use of AoG contracts. This will allow for increased efficiency in vendor management and for regional and district cost minimisation. The decision to adopt AoG contracts will need to be aligned to the broader procurement strategy of councils and their public sector obligations (for example, considering the use of local, iwi and Pasifika suppliers).
5. Review of low value vendors	We identified a large number of vendors with less than \$1,500 spend. Performing a review of these vendors will identify whether there is value in procuring their goods or services in such low quantities. Reducing the number of vendors allows for better control of spend and reduction in administration time and cost. This could allow council employees to focus on more value add work for the people they serve e.g. community outcome projects. This could also create the opportunity to consolidate spend with other suppliers and achieve better rates. Decreasing the volume of vendors used but increasing spend with a smaller number of businesses will create meaningful impacts for selected vendors, rather than the immaterial impact of engaging in smaller transactions with a broader range of vendors. Purchase cards could also be considered for low level expenditure as this will materially reduce processing costs.
6. Tendering as a region	Canterbury councils can look to work together to gain economies of scale and bargain purchasing power by entering into agreements as a region (or as partnerships) rather than as individual councils. This will reduce costs and ensure that benefits are spread across the region.
7. Consideration of a Procure-to-Pay ('P2P') or centralised ERP system	Integration of a P2P system will allow for further enhancement of the procurement and spend process. Alternatively, consideration of a centralised ERP system would also provide some P2P capabilities and streamlining across Canterbury councils, allowing for ease of collaboration as knowledge of only one system is needed.

PROCUREMENT REVIEW | CANTERBURY COUNCILS

Procurement opportunities (2/2)

Through the spend analysis and our procurement maturity assessment the following opportunities were identified to strengthen and improve current procurement process and allow streamlining and minimisation of costs.

Opportunity	Description
8. Develop a central procurement Strategy	Canterbury Councils should develop a procurement strategy to determine targets for cost reduction and procurement function efficiency, including a roadmap of activities for uplifting the performance of their procurement function.
9. Refine procurement process and controls	<p>In order for Canterbury Councils to sufficiently uplift their procurement capabilities and set the foundation for a best practice procurement function they will need to address the areas set out below. This could be documented through the development of a central procurement policy.</p> <p>The policy should include but not be limited to, the following;</p> <ul style="list-style-type: none"> • Governance; • Procurement roles and responsibilities; • Stakeholder engagement; • Procurement process; • Planning and performance measurement; • Spend category management; • Contract management; • Supplier management; • Supplier evaluation / preferred suppliers; • Strategy alignment; and • Risk management.
10. Seek to arrange contracts with Non-AoG suppliers	To increase certainty of price and receive the best rates for products and services Canterbury Councils should engage with key vendors that are not on the approved AoG vendor list and look to develop contracts with best value rates, discounts, rebates and agreed service levels. These contracts also have the opportunity to be targeted as part of the procurement strategy of councils and incorporate other obligations (for example, considering the use of local, iwi and Pasifika suppliers).

AoG Contracts

All of Government Contracts

Set out in the New Zealand Government's Procurement Charter are a number of rules and regulations for the procurement practices of public entities. One of them is the Rule 58: All-of-Government (AoG) contracts which explains how agencies should use AoG Contracts

What are AoG contracts?

An AoG Contract is a type of approved collaborative contract. AoG contracts establish supply agreements with approved suppliers for selected common goods or services purchased across Government. An AoG contract is one that has been negotiated using the power of the Government's collective spending to secure discounted prices for the public sector, including Councils. Contracts are set up and managed by New Zealand Government Procurement, a business unit within the Ministry of Business, Innovation and Employment.

AoG contracts exist across a number of expenditure categories, for example fleet management, IT managed services, EAP services, office supplies and rental cars. (Refer to Appendix 3 for the full list of AoG categories)

Benefits of AoG contracts:

- AoG contracts are at agreed and often lower rates therefore guaranteeing discounts;
- Eliminates the need to negotiate your own contracts saving time and money. Instead councils can choose to join AoG contracts, which supply commonly used goods and services;
- If you purchase goods and service that are available at a cheaper rate through AoG contracts you can then spend the money saved elsewhere;
- Reduces the need to bulk order to guarantee a lower price, instead can utilise the lower agreed rates within the AoG contracts.

Aligning with broader outcome objectives:

When purchasing from vendors or AoG contracts, Councils still need to consider the broader outcomes that are set out the Govt Procurement Charter. These may exist as job creation in the district, cost saving, lowering carbon emissions. These considerations will have an impact on whether the use of AoG contracts is appropriate.

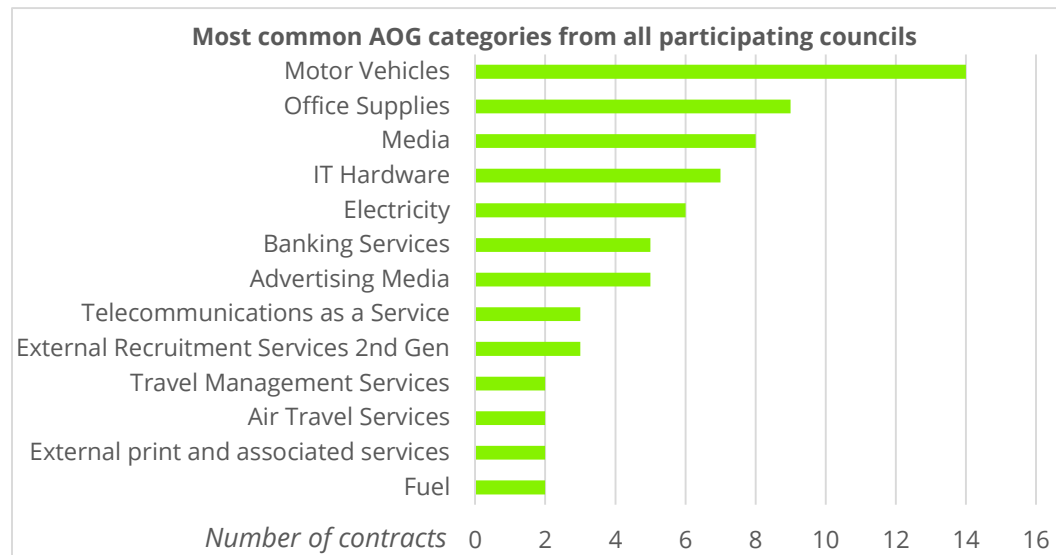
Other types of contacts:

- Syndicated contracts (Rule 59): A syndicated contract is a type of approved collaborative contract. Syndicated contracts typically involve a group of agencies aggregating their respective needs and collectively going to market for goods, services or works. There are two types of syndicated contract:
 - An Open Syndicated Contract (OSC) includes a common use provision allowing other, unspecified agencies to contract with the supplier on the same terms at a later stage.
 - A Closed Syndicated Contract is limited to a group of named agencies.
- Common capability contracts (Rule 60): A Common Capability contract (CC) is a type of approved collaborative contract. CCs establish various supply agreements with approved suppliers for selected common goods or services or works purchased across government. CCs may be established by a Functional Leader's agency or by another lead agency that is approved and overseen by a Functional Leader, with prior approval from the Procurement Functional Leader

PROCUREMENT REVIEW | CANTERBURY COUNCILS

All of Government Contracts

We analysed a list of current AoG contracts provided by participating Councils, and used this information to identify the most common AoG contract types. We then determined the percentage of total suppliers that are covered by AoG contracts.



Council	Number of Current AoG Suppliers	Total # vendors with Spend	% of Total Suppliers
Christchurch City Council	20	2685	1%
Environment Canterbury	10	2115	<1%
Hurunui District Council	3	1220	<1%
Kaikoura District Council	9	634	1%
Mackenzie District Council	3	496	1%
Selwyn District Council	7	2501	<1%
Waimakariri District Council	18	2102	1%
Waimate District Council	14	456	3%

All-of-Government Vendors and Suppliers

The most common AoG contract is for Motor Vehicles. Six of the eight participating councils have an active AoG contract with a motor vehicle supplier. Some Councils have multiple motor vehicle contracts, hence the count being larger than eight.

Our findings show that *all* participating Councils have an extremely low amount of active AoG contracts. The proportion of AoG vendors across all the participating Councils is fairly consistent, at around 0-1% of total number of vendors with spend in the period.

Focusing on the Top 50 vendors, the use of AoG contracts covers on average 4% of the Top 50 vendors in each council (spend of \$49m across all councils). This would increase to an average of 19% of the Top 50 vendors (totalling \$344m), if all possible AoG contracts were utilised.

“At first it [AoG contacts] can be daunting, but once you’ve joined one, you are essentially replicating the same process.”

Craig McWilliam - Wellington East Girls college

Procurement Maturity Assessment

Procurement Maturity Assessment

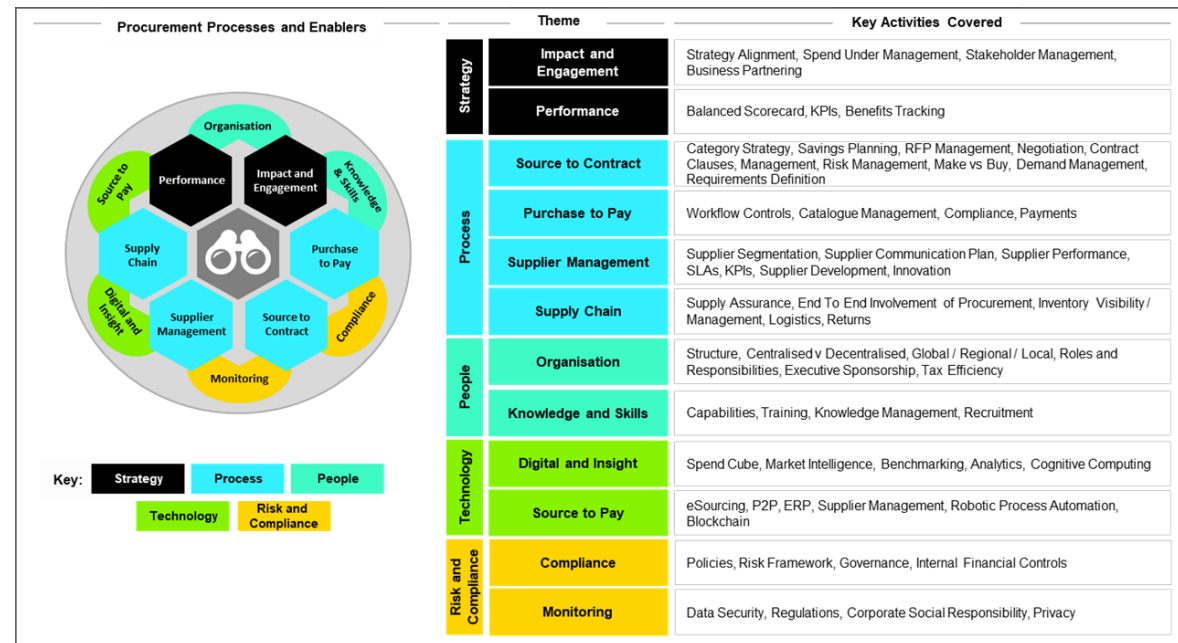
Deloitte’s procurement maturity assessment uses our 20:20 procurement framework (set out in the diagram below) to determine baseline maturity across a number of qualitative metrics. These have been designed through experience from previous client engagements creating a view of leading industry practice.

The maturity assessment is used to determine the current state of councils’ procurement process/ functions. As part of our phase 1 approach, we provided the participating councils with a self-assessment Procurement Maturity Questionnaire. This questionnaire has been adapted from the Deloitte Procurement Maturity Assessment Framework to encompass questions raised in a local government procurement article released by the Auditor General in May 2020 following their visit to 21 councils (summarised in the text below).

The self-assessment questionnaire contained a number of questions relating to core areas of the procurement operating model and asked the councils to rank themselves based on guideline of levels between 1 and 5.

In an article¹ by the Controller of the Auditor General they acknowledged seeing many situations where procurement goes wrong noting that it is more likely to happen when public organisations do not have the right culture, leadership, or systems in place for procurement. The article highlighted a number of questions about procurement practice and culture across the following areas/topics:

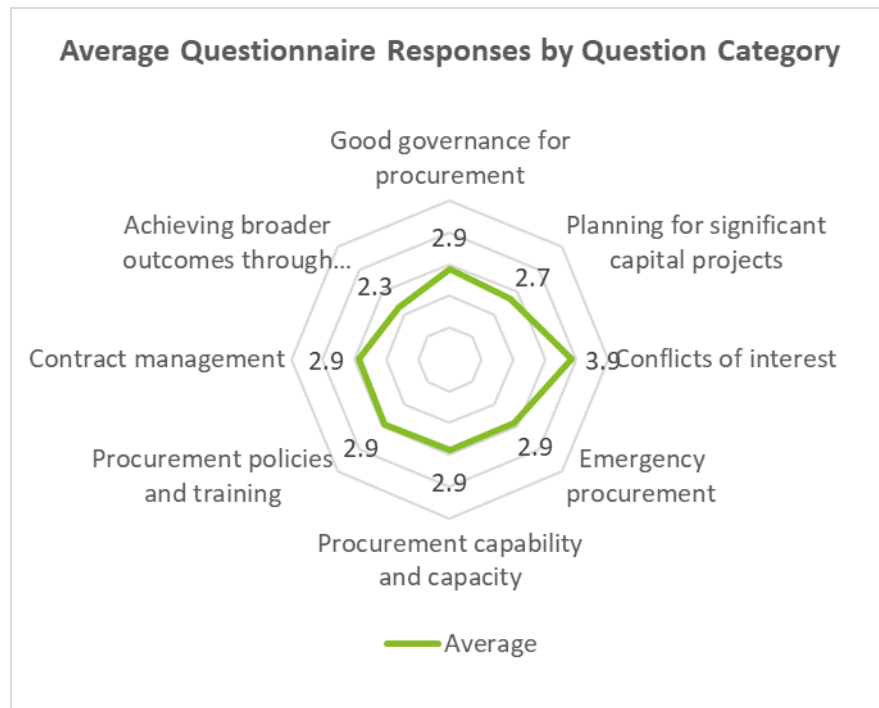
- Good governance for procurement;
- Planning for significant capital projects;
- Conflict of interests;
- Emergency procurement;
- Procurement capability and capacity;
- Procurement policies and training;
- Contract management; and
- Achieving broader outcomes through procurement.



¹<https://oag.parliament.nz/2020/local-govt-procurement/local-govt-procurement-article>

Procurement Maturity Assessment

From the data received from the eight respondents, we were able to build a picture of where Councils excel, why they excel, and identify ways to further develop procurement practices Canterbury-wide to raise the average performance.



The lines (rings) on the above graph represent the scoring of 1 to 5 per the self assessment questionnaire (1 being low, 5 being high). The green line represents the average scoring across all councils that completed the self assessment.

Refer to **Appendix 1** for summary of the Scores assigned by the councils against the procurement matrix questionnaire

Summary

Responses highlighted that conflicts of interest is the best managed category (average score of 3.9). However we do note that the average scores across councils was below the "ideal" level for every category.

As a general trend, we see that Councils with larger resident bases tend to rate their Procurement function higher. This is expected, as the larger the resident-base, the larger and more complex procurement becomes and the greater the need is for better processes and specialist staff.

We note that the category in which Councils ranked themselves the lowest was evaluating suppliers as part of achieving broader outcomes (average of 2.3). The typical response is that broader outcomes are sometimes considered, with informal measures in place to score providers on their wider values and target outcomes.

Following this, planning for significant capital projects ranked second lowest on average. Again, we see that larger Councils have further developed maturity in this space, which correlates to the size of capital projects being undertaken.

Opportunity

This highlights the clear need for improvement across most areas of procurement within the region.

The starting point for improvement is a comprehensive current state review of process and documentation to identify areas for capability uplift. The other key improvement would be ensuring councils have access to a dedicated procurement resource (for smaller councils this could be a shared resource). This would allow for the labour cost of a dedicated experienced person not only to be shared but will also realise benefits through the application of consistent procurement practices. There is also opportunity for centralised policy, strategy and governance to ensure procurement practices are applied efficiently across the region.

Spend Analysis

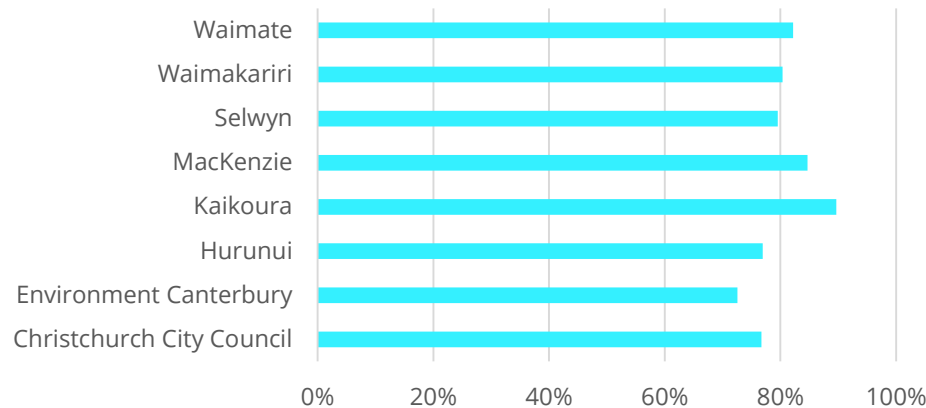
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Vendor Spend – Top 50

We received information on almost 12,000 Vendors provided by the eight councils who responded to our data request. Vendors varied from an annual spend of \$9 million, through to \$803 million with a total spend across the participating councils in excess of \$1.3 billion. We focused our analysis on the Top 50 vendors based on total spend value in the period (Jan 19 – Dec 19).

Details	Christchurch City Council	Environment Canterbury	Hurunui	Kaikoura	MacKenzie	Selwyn	Waimakariri	Waimate
Total number of vendors with \$ Spend during period	2,685	2,115	1,220	634	495	2,501	2,102	456
Value (spend) of top 50 vendors in period (\$ million)	\$615.9	\$97.0	\$24.4	\$29.1	\$17.8	\$131.4	\$98.7	\$7.2
Total value (Spend) per period (\$ million)	\$802.7	\$134.0	\$31.7	\$32.4	\$21.0	\$165.2	\$122.1	\$8.7
% Spend on top 50 vendors over total spend in period	77%	73%	77%	90%	85%	80%	80%	82%

% Spend on top 50 vendors over total spend in period



Summary

The spend on the Top 50 vendors ranged from 73% to almost 90% of total spend for each council.

This highlights a significant opportunity to find benefits/cost savings by entering into contracts or agreements with these specific vendors.

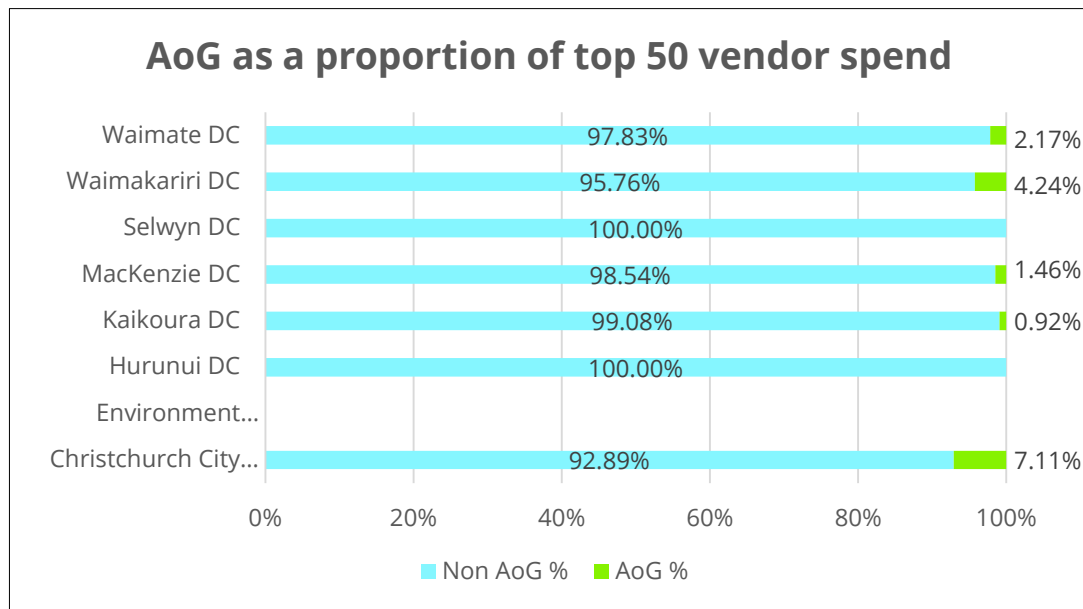
Of these top 50 vendors the councils has AoG contracts with only a very few (around 4% on average). If all AoG contracts in the Top 50 vendors were utilised this could increase to 19%.

Across the Top 50 vendors in each council, there are **58 vendors** that are in the **Top 50 within more than one council**. This presents a clear opportunity for councils to negotiate with these vendors as a group to obtain better rates.

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Vendor Spend Top 50 vs AoG contracts

We analysed the proportion of AoG Suppliers in each council's top 50 Vendors to identify opportunities for savings through greater use of AoG Contracts.



Council	Number of existing AoG contracts within Top 50 Vendors	Number of available AoG contracts within the Top 50 Vendors	% Utilised
Waimate DC	3	6	50%
Waimakariri DC	3	10	30%
Selwyn DC	0	12	0%
Mackenzie DC	2	12	17%
Kaikoura DC	1	10	10%
Hurunui DC	0	3	0%
Environment Canterbury	{not provided}	10	NA
Christchurch City Council	4	12	33%

Summary

Only a small percentage of the Top 50 vendors in each participating are serviced by an existing AoG contract with that council, with one council making no use of any AoG contracts within its Top 50 vendors by spend.

Opportunities:

Within the Top 50 vendors there are a number of AoG contracts available that are yet to be utilised. This provides an opportunity for each council to explore avenues for improved pricing or negotiated contracts with these vendors. Given significant amount spent, a focus on these vendors will go a long way to saving costs and streamlining spend.

Refer to Appendix 2 for a list of the Top 50 vendors for each council for which AoG contracts are available which sets out which are utilised and which are not.

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Vendor Spend - Tail

The data highlighted a number of vendors within each council with minimal spend for the 12 month period from Jan 2019 – Dec 2019. We assessed the number of vendors where the spend was less than \$1,500 as a percentage of the total number of vendors identified.

Details	Christchurch City Council	Environment Canterbury	Hurunui	Kaikoura	MacKenzie	Selwyn	Waimakariri	Waimate
Total number of vendors with spend during period	2,685	2,115	1,220	634	496	2,501	2,102	456
Number of Vendors where spend is between \$0 and \$1,500	868	892	642	323	200	1,323	1,162	206
Total Value of spend across vendors with <\$1500 in period (\$)	\$378,809.00	\$397,884.16	\$290,907.71	\$149,047.72	\$110,783.11	\$596,283.82	\$484,213.45	\$110,163.46
% of total vendors with <\$1,500 spend	32%	42%	53%	51%	40%	55%	55%	45%

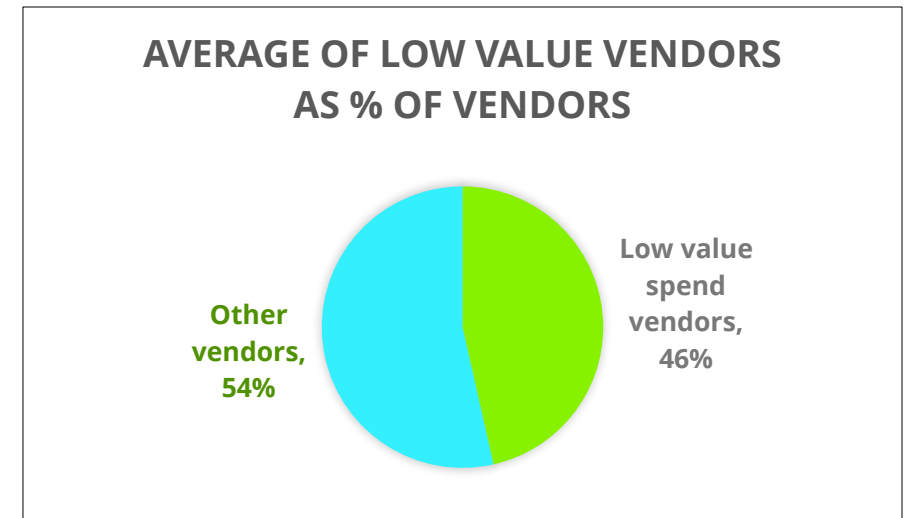
Summary

There are a significant number of vendors with spend of less than \$1,500 in the period (a total of 5,616 vendors). For individual councils, these 'low value' or 'tail' of vendors range from 32% to up to 55% of the total number of vendors with spend in the period.

The total spend across these low value vendors for each council is not significant for each council. This indicates that a significant amount of time and costs are being incurred for administration and processing of these vendors and their small invoices where that time and money could be better spent elsewhere.

Opportunity

This highlights the opportunity to review these low value vendors to assess if they are in fact needed and the spend justified or whether larger suppliers can be used instead to reduce the need for administration and processing. Increased use of P-cards is one option that could be considered.



Appendices

Appendix 1: Vendor procurement maturity scores

Based on the questions provided on the maturity of the procurement process/ procedures within each councils, the following summary shows the highest, lowest and average rating assigned by the councils

Question Section	Question	Ideal level	High	Low	Average (question)	Average (section)
Good governance for procurement	Do you have robust and well understood governance structures and policies in place for your procurement function?	4	4	2	2.86	2.86
Planning for significant capital projects	Do you work with suppliers in your region to improve their visibility of upcoming work and manage capacity?	4	4	1	2.71	2.71
Conflicts of interest	Do you manage conflicts of interest when undertaking procurement events?	4	5	1	3.86	3.86
Emergency procurement	Are you prepared to procure goods or services in response to an emergency?	4	4	1	2.86	2.86
Procurement capability and capacity	To what extent is Category Management applied in the Procurement function and how effective is it in supporting good outcomes?	4	4	1	2.43	2.86
	How well integrated are the operational Procurement roles (i.e. interaction of procurement function with accounts payable) across the organisation?	4	5	3	3.43	
	Is talent managed across the function, particularly in relation to capability development and succession planning?	4	5	1	2.57	
	Does your procurement team have the necessary levels of skills and knowledge to deliver your procurement strategy?	4	4	2	3.00	
Procurement policies and training	Is an effective strategic sourcing process in place and, if so, how consistently is the process applied across the business?	4	5	1	2.71	2.90
	Are clear contract management processes in place and is there clear responsibility for performing contract management activities?	4	4	2	3.14	
	Are contract documents stored and managed? Are there robust contract management practices in place to support supplier management?	4	4	1	2.86	
Contract management	Are clear contract management processes in place and are there clear responsibilities and accountabilities for undertaking contract management activities?	4	4	2	3.14	2.86
	Do contracts include up-to-date clauses? How is this monitored (BCP, on boarding) and when (specific control points)?	4	4	1	2.57	
Achieving broader outcomes through procurement	How are suppliers evaluated as part of achieving broader outcomes?	4	4	1	2.29	2.29

Appendix 2: Top 50 vendors with AoG contracts

Council DOES NOT utilise AoG contract
 Council DOES utilise AoG contract

Vendor	Type	Category	Christchurch City Council	Environment Canterbury	Hurunui	Kaikoura	MacKenzie	Selwyn	Waimakariri	Waimate	Total (All councils)
AECOM New Zealand Limited	All-of-Government	Consultancy Services					55,415	504,045	468,420		1,027,880.45
Anderson Lloyd	All-of-Government	External Legal Services	2,452,468								2,452,468.00
Anthony Harper	All-of-Government	External Legal Services					155,039				155,039.00
Audit New Zealand	All-of-Government	Consultancy Services			119,765	105,357	143,092			98,721	466,934.63
Buddle Findlay	All-of-Government	External Legal Services			127,953	73,780		963,361			1,165,093.55
BUDDLE FINDLAY TRUST ACCOUNT	All-of-Government	External Legal Services				545,643		748,718			1,294,361.60
Cawthron Institute	All-of-Government	Consultancy Services	2,335,830								2,335,830.00
City Care Limited	All-of-Government	Facilities Management Services	158,077,176	1,203,121		97,409		648,403	488,647		160,514,755.60
Genesis Energy	All-of-Government	Reticulated Gas					142,844		2,498,525		2,641,369.09
Holden New Zealand Ltd	All-of-Government	Motor Vehicles			380,981						380,981.25
Landcare Research NZ Ltd	All-of-Government	Consultancy Services		414,038							414,038.00
LODESTONE CONSULTING LTD	All-of-Government	Consultancy Services				76,510					76,510.00
Marsh Ltd	All-of-Government	Risk Financing and Insurance						1,560,912			1,560,911.94
Mazda Motors of New Zealand Limited	All-of-Government	Motor Vehicles								38,558	38,557.59
Mercury NZ Ltd	All-of-Government	Electricity						1,694,341			1,694,341.43
Meridian Energy Limited	All-of-Government	Electricity	12,831,695			267,133	136,986	1,518,209			14,754,022.92
Mitsubishi Motors New Zealand Limited	All-of-Government	Motor Vehicles					99,492			35,000	134,492.29
Morrison Low & Associates Limited	All-of-Government	Consultancy Services					63,729			25,872	89,600.93
OCG Consulting	All-of-Government	External Recruitment Services 2nd Gen		984,198							984,197.50
Officemax NZ Ltd	All-of-Government	Office Supplies	4,003,770								4,003,770.00
Power Business Services Limited	All-of-Government	Consultancy Services		469,848							469,848.45
Rationale Limited	All-of-Government	Consultancy Services					176,041				176,041.06
SIMPSON GRIERSON	All-of-Government	External Legal Services				66,656					66,656.48
STANTEC NEW ZEALAND	All-of-Government	Consultancy Services				1,045,911					1,045,911.31
Toyota New Zealand Ltd	All-of-Government	Motor Vehicles		1,790,639					1,106,698	82,376	2,979,712.54
Trustpower Ltd	All-of-Government	Electricity	10,477,260								10,477,260.00
BECA	Common Capability	Property consultancy services providers	3,528,080			707,817		1,155,020	580,304		5,971,220.53
Warren & Mahoney Architects NZ Ltd	Common Capability	Property consultancy services providers						1,811,168	916,508		1,811,168.09
WSP New Zealand Limited	Common Capability	Property consultancy services providers	15,594,458				115,023	568,463			16,277,943.91
Datacom Systems Limited	ICT Common Capability	Telecommunications as a Service		1,219,329						23,993	1,243,322.51
Fujitsu NZ Limited	ICT Common Capability	Telecommunications as a Service								39,316	39,315.98
Revera Limited	ICT Common Capability	IaaS (Infrastructure as a Service)		1,636,574					386,979		2,023,553.96
Spark Digital	ICT Common Capability	Desktop as a Service (DaaS)		974,531							974,531.18
Two Degrees (SNAP INTERNET)	ICT Common Capability	Telecommunications as a Service		709,626							709,625.65
Two Degrees New Zealand Limited	ICT Common Capability	Telecommunications as a Service							582,294		582,293.90
PRICEWATERHOUSE COOPERS	ICT Common Capability	Web Services Panel				98,228					98,227.74
ADT Armourgard Security	Syndicated	Personal duress and safety alarms and monitoring	36,977,421								36,977,421.00
BP Oil New Zealand LTD	Syndicated	Retail fuel	24,283,728				122,177				24,405,904.54
NZ Post Limited - Twizel	Syndicated	Courier services					67,738				67,737.51
OCS Limited	Syndicated	Scheduled cleaning services	24,618,118				167,352		587,700		25,373,169.92
Powell Fenwick Consultants Ltd	Syndicated	Construction-related professional services						611,598			611,598.14
Waste Management Ltd	Syndicated	Waste management services	7,576,362					4,135,146	3,178,624		14,890,132.57

Appendix 3: AoG contract categories

Below is a summary of the categories from the Government procurement website.

<p>All of Government</p> <ul style="list-style-type: none"> Advertising Services Air Travel Services Banking Services Construction consultancy services Consultancy Services Design Services Electricity External Legal Services External Recruitment Services External Recruitment Services 2nd Gen Facilities Management Services IT Hardware Media Motor Vehicles Office Supplies Print Technology and Associated Services Rental Vehicles Reticulated Gas Risk Financing and Insurance Travel Management Services 	<p>ICT Common Capability</p> <ul style="list-style-type: none"> ICT security and related services (SRS panel) Microsoft cloud, software and service agreement (MCSSA) ONE.govt - Telecommunication services Telecommunications as a Service HRIS - Software Solution IaaS (Infrastructure as a Service) Web Services Panel 	<p>Syndicated (continued)</p> <ul style="list-style-type: none"> EAP services Enterprise content management as a Service (ECMaaS) External print and associated services Facial recognition as-a-service First aid training and related services Fleet management services Household travel survey services IT managed services Kauri dieback cleaning stations fabricators Legal publications (LexisNexis) Legal publications (Thomson Reuters) Lubricants Marine fuel Marine vessels Media monitoring Offsite document storage and destruction of records services Personal duress and safety alarms and monitoring Record archiving and secure destruction of records Residential relocation and storage services Retail fuel Scheduled cleaning services Seismic assessments Supply of rations Tailored cleaning services Telephone interpreting services Vehicle booking and fleet management Video production and filming services Waste management services
<p>Letter of offer</p> <ul style="list-style-type: none"> Carbon emission reduction programme International air freight 	<p>Syndicated</p> <ul style="list-style-type: none"> Accident management services Agile Logistics Aviation fuel Bulk ground fuel Catering equipment and supplies Commercial household goods and appliances Common Web Platform Construction-related professional services Courier services Data cabling - project work Data cabling - small works Data publishing Dental consumables Drug testing 	
<p>Common Capability</p> <ul style="list-style-type: none"> Office Furniture Property consultancy services providers 		

Appendix 4: Assumptions

We have highlighted below a number of assumptions for this report and the underlying data. This is not an exhaustive list but set out the key assumptions in being able to provide the information we have from the data obtained.

- Our report is solely reliant on the information provided by participating councils
- Whilst we provided templates to be completed or populated with information by participating councils these were all completed differently and some templates had missing information or were incomplete
- Some participating councils were time constrained due to audits or had limited staff capacity and were not able to assist with any further queries or provision of information
- We have not audited or checked the data received from participating councils to determine its completeness or accuracy
- Given data (especially vendor data) was obtained from different participating councils it varies in format due to different system and sources of information hence is subject to interpretation
- Vendor invoice information requested was for the date range (period) covering 1 Jan – 1 Dec 2019.
- Where invoice data was provided for more than 1 year (Jan 19-Dec 19), we filtered for the desired date range
- AoG existing contracts in use were provided by Councils. Some councils provided only the category and not the Vendors names, in these cases these were excluded.
- Available AoG contracts is based on Deloitte information at hand and a list of contracts summarised from Government Procurement website. We utilised a tool called “Fuzzy Matching” to which we applied a 50% matching threshold. Fuzzy matching is a method used to associate text strings that meet a pre-defined level of similarity. This approach is used to identify records that represent the same vendor name, but are not identical due to inconsistent data entry in free text fields. Due to the nature of fuzzy matching, this approach may falsely match values that have a high similarity but are in fact genuinely different. It may also fail to associate shared vendor names where there is significant difference in length and/or entry format of the raw data.
- Number of invoices – this includes negative invoices
- Vendors with less than \$1,500 spend it excludes vendors with zero spend or negative spend
- Number of vendors – excludes those that have zero spend in period
- Mackenzie invoice data had columns for YTD, Previous YTD, Previous YTD 1 etc. We are not clear on what time period “YTD” represents and for data in report used the Previous YTD information.
- Selwyn invoice data, we used document provided called CR Trans v.2 and used the ‘trans date’ column as the filter for the period. Noted that there were some transactions against “Control account” which is included as a vendor.



Thank you

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Canterbury Chief Executives Forum

Date: 31 July 2023

Presented by: Hamish Dobbie, Angela Oosthuizen, Stuart Duncan, Will Doughty, Dawn Baxendale, Secretariat

Regional Forums update

Purpose

1. This report summarises outcomes from the regional forum meetings since the Chief Executives Forum last met on 1 May 2023.

Recommendations

That the Canterbury Chief Executives Forum:

1. receive the quarterly reports on March 2023 regional forum meetings
2. approve the 2022-23 expenditure report
3. approve the 2023-24 regional forums budget
4. endorse the terms of reference for the regional steering group that will oversee the development of a regional housing strategy
5. write to the Ministry for the Environment to raise the significant time and cost implications of the national monitoring system seeking either a reduction in the scale of the NMS return, greater standardisation or central government assistance for data collection
6. discuss possible 2024 meeting locations for the Mayoral Forum.

Background

2. The regional forums held regular quarterly meetings in June/July:
 - the Operations and Corporate Forums met on 19 June
 - the Communications and Engagement Forum met on 23 June
 - the Policy Forum met on 30 June
 - the Economic Development Forum met on 7 July.

Operations Forum (chair Stuart Duncan)

3. The Forum discussed:

- the need for a regional conversation about waste management, and the possibility of a regional waste minimisation plan
 - the cost of relocating old landfills, noting that the Mayoral Forum has written to ministers about this
 - ongoing concerns about the Affordable Water reforms, including councils' mixed approaches to LTP preparation, questions around retention of rural stormwater and mixed-use assets, rural water supplies, and uncertainty around the implementation date
 - the cost of traffic management planning and concerns about consulting on speed and the level of investment Waka Kotahi are making on improving road safety
 - the Plan for Canterbury's strategic workplan and workstream tracker, and the activities of the other regional forums.
4. The Operations Forum also received updates on recent activities of the Engineering Managers Group, Drinking Water Reference Group, Wastewater Working Group, Stormwater Forum and Canterbury Joint Waste Committee.

Next meeting

5. The Forum next meets on 18 September. At that meeting, the Forum intends to discuss its priorities going forward.

Corporate Forum (chair Angela Oosthuizen)

6. The Forum discussed:
- the collaborative procurement project (see item 4.2)
 - top of mind issues for councils, including annual plans, audits, long term plans, ongoing resource shortages and difficulty filling vacancies
 - its support for an LTP working group to be set up to support regional collaboration and information-sharing on upcoming LTPs
 - that inviting Audit NZ to the next meeting to discuss ongoing concerns with LTPs would be useful
 - the Plan for Canterbury, its strategic workplan and workstream tracker, and relevant actions for the Corporate Forum
 - the activities of the other regional forums over the last quarter.
7. The Forum also received updates on the activities of the Health and Safety Advisors Group, Chief Information Officers Group, Finance Managers Group, CPRAES and CRIMS.

Next meeting

8. The Forum next meets on 18 September.

Communications and Engagement Forum (chair Will Doughty)

9. The Communications and Engagement Forum met in person on 23 June. At the meeting, the Forum:

- received an update from CDEM on Public Information Management (PIM) and agreed to:
 - support the development and roll out of a coordinated regional education programme unique to Canterbury to help build the region's resilience
 - make this update a standard agenda item going forward
- discussed engagement with mana whenua, and the importance of discussing this at each meeting to learn from each other and upskill in this area
- discussed the calendar showing the range of consultations being carried out by councils in 2023
- agreed a work programme aligned with the terms of reference, which reflects the value the Forum provides for improved opportunities in information-sharing and regional collaboration
- discussed top of mind issues for councils and the upcoming LTP process.

Next meeting

10. The Forum next meets on 15 September. Given the value the Forum finds from meeting in person, members agreed this meeting would also be in-person instead of online.

Policy Forum (chair Hamish Dobbie)

11. At its meeting on 30 June, the Policy Forum:

- discussed top of mind issues for councils, including the importance of keeping the Future for Local Government Review report front and centre for the incoming Government post-election, and the ongoing impacts of the uncertainty around resource management and three waters reform
- discussed whether a regional response to the Future for Local Government Review report is needed so Canterbury is prepared to discuss and advocate post-election, and whether the Policy Forum has a role to support the Chief Executives Forum in this
- discussed its involvement in the development of the regional housing strategy, noting that policy and planning staff will have useful insights
- agreed to request the Chief Executives Forum raise with Ministry for the Environment the significant time and cost implications of the national monitoring system seeking either a reduction in the scale of the NMS return, greater standardisation or central government assistance for data collection (*see below*)
- received updates on the activities of the Natural Hazards Risk Reduction Group, the Planning Managers Group, and Climate Change Working Group.

National Monitoring System

12. Every year the Ministry for the Environment (MFE) collect information from local authorities on their implementation of the Resource Management Act through the National Monitoring System (NMS). The MFE website indicates that this information is used to improve policy and practice at the national and local level.
13. A spreadsheet is sent to all councils for completion. The spreadsheet contains 8 worksheets which collect information relating to matters such as resource consents, iwi / hapu planning, monitoring, enforcement, plan development and plan changes, and staffing.
14. The NMS data collection process is onerous, time consuming and costly. Overall, there are 252 columns or rows in the spreadsheet, each requesting a different piece of information. The resource consents worksheet is the most onerous. There are 56 columns / questions which must be completed for each resource consent application. Councils process hundreds, or even thousands, of resource consent applications, which means that tens, or hundreds, of thousands of pieces of information are required.
15. Collectively, Canterbury councils spent 1,029 hours completing this spreadsheet in 2021/22. The amount of staff time to complete the NMS return is of particular concern, as this takes 1-4 weeks of staff time per council.
16. While automation could help reduce the time needed to complete the work, there are disincentives to increasing automation. It is also noted that even if there is a high degree of automation, it can still take a considerable amount of time to check the data, if there are a large number of records. For example, Christchurch City estimates their automation at 95%, but their NMS Return still took approximately 4 weeks to complete, as they have over 3,300 records.
17. There are changes to the NMS Return every year, and the overall piece of work tends to grow bigger every year. There is increasing frustration from staff as to the time commitment.
18. The Forum supports the Chief Executives Forum writing to the Ministry to advocate for a reduction in the scale of the NMS return, greater standardisation or central government assistance for data collection.

Next meeting

19. The Forum next meets on 22 September. At that meeting, the Forum will hear from Professor Cassie Kennedy about community resilience.

Economic Development Forum (chair Dawn Baxendale)

20. The Economic Development Forum met on 7 July and discussed:
 - skills and immigration matters, including the importance of reviewing available survey data to understand the workforce issues, and the work Timaru will be undertaking on the district's future economy

- agreed to form a steering group to oversee the development of a regional strategy, to be chaired by Dawn Baxendale, and agreed the group's terms of reference (Attachment 1)
- delegated final approval of the decision to choose a consultant to undertake the ILM process for the housing strategy to the Chair and Secretariat, following interviewing the two EOIs provided to the Forum
- received updates from members on key economic development issues, projects and activities in their respective council/EDA area
- received an update from Kānoa on relevant developments occurring in Canterbury.

Next meeting

21. The Forum next meets on 22 September.

Regional forums budget

22. The Canterbury Chief Executives Forum approved the regional forums 2022/2023 budget at its meeting in August 2022.

23. The regional forums budget funds collaborative projects and regional training workshops. Environment Canterbury acts as fund holder for regional forums, as part of providing secretariat support.

24. A number of collaborative projects that were committed from the regional forums budget in 2022-2023 have not yet been expended or cost significantly less than expected. These are:

- refreshing the Mayoral Forum's Plan for Canterbury (unspent budget of \$11,030)
- a collaborative procurement project (\$25,000)
- climate change risk assessment engagement (\$10,000).

25. The refresh of the Mayoral Forum's Plan for Canterbury cost less than expected due to the refresh being less intensive than anticipated, and due to the use of Environment Canterbury internal resources not charged back to the regional forums.

26. The collaborative procurement project has proceeded and is now seeking the Forum's endorsement of next steps (see item 4.4).

27. The funding identified to engage publicly on the climate change risk assessment was not required following advice that because of the technical nature of the report, public engagement was unnecessary.

28. The balance from the three waters service delivery review (which was levied separately) has been carried forward into this budget.

29. The cost of engaging the consultant for preparation of submissions on the resource management reforms exceeded the initial budget by \$14,262. A contract variation was approved for additional \$10,470 to finalise submissions. The additional costs (\$3,792) relates

to preparation and attending the CEs Forum and briefing the Mayoral Forum chair prior to Select Committee.

30. Items that were not previously identified for the budget were Mayoral Forum photos, and leaving gifts for departing members of the Mayoral Forum and CEs Forum.
31. The income and expenditure report at 30 June 2023 is provided at Attachment 2. The 2022-2023 financial year ended with a surplus of \$74,749.32.

Regional Forums Budget 2022-2023

32. It is proposed that councils are levied the same amount as previous years for the regional forums budget. The draft regional forum budget is provided at Attachment 3.
33. The proposed regional forums budget includes a minor refresh of Canterbury 2022: An Overview, workshop facilitation, training opportunities (to be identified) and the following:
 - housing strategy ILM and development
 - funds for future Mayoral Forum projects (as yet undefined)
 - funds for future collaborative projects (as yet undefined)
 - MahiTahi LG Collaboration Portal subscription (see item 4.2)
 - three waters council contributions carried forward.

Workstream tracker

34. The latest version of the workstream tracker is provided at Attachment 4.

2024 meetings

35. At the last Mayoral Forum, members briefly discussed the idea of holding one or more Mayoral Forums outside of Christchurch in 2024. While the 2024 calendar has not yet been drafted, the Forum normally meets in the last week of February, May, August and November.
36. If one or more meetings next year are to be held elsewhere in the region, the secretariat would need to have this decision made soon. This is because changing locations for the meeting has logistical implications, and also impacts on the other regional meetings held around the Forum (the Regional Transport Committee and the Civil Defence Emergency Management Joint Committee).
37. Advice is sought from chief executives as to whether one or more of the meetings should be held elsewhere next year, and in what location.

Next meetings

38. Scheduled forum meetings for the upcoming quarter are:

24 August	Mayoral Forum dinner
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25 August	Mayoral Forum
15 September	Communications and Engagement Forum
18 September	Corporate and Operations Forums
22 September	Policy and Economic Development Forums

Next steps

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

Attachments

- Attachment 1 – terms of reference for regional steering group to oversee the development of the Mayoral Forum’s regional housing strategy
- Attachment 2 – Income and Expenditure report as at 30 June 2023
- Attachment 3 –Regional Forums Budget 2023-2024
- Attachment 4 – workstream tracker

Attachment 1 – ToR Waitaha Canterbury Regional Housing Strategy Steering Group

Waitaha/Canterbury Regional Housing Strategy Steering Group: Terms of reference (June 2023)

Purpose

40. The purpose of this Steering Group is to lead the development and delivery of the Waitaha/Canterbury Regional Housing Strategy.
41. The steering group will report to the Canterbury Chief Executives Forum through the Economic Development Forum.

Membership and operation

42. Steering group membership will come from Economic Development Forum, with input from other forums and working groups, particularly the Canterbury Planning Managers Group.
43. The Economic Development Forum will appoint the chair of the steering group to lead the project, and the steering group chair will report to the Economic Development Forum.
44. Final decisions on steering group membership will be confirmed by the Chief Executives Forum on 31 July 2023.

Work programme

45. The steering group is to provide analysis and advice towards the development and delivery of the Waitaha/Canterbury Regional Housing Strategy.
46. The Waitaha/Canterbury Regional Housing Strategy will be developed in stages. The first stage will include:
 - an investment logic mapping type workshop to clearly identify and articulate the issues(s) that a regional housing strategy would address and inform the scope for the next stage of development
 - a stocktake of current housing strategies and analysis of housing undertaken by Canterbury local authorities.
47. The next stage will be the development of the scope and budget to complete the Waitaha/Canterbury Regional Housing Strategy.

Reporting timeframes

48. It is proposed that the ILM and stocktake will be undertaken and finalised in the third quarter 2023.
49. Following completion of the ILM and stocktake a full scope and budget will be developed. The full scope will include a timeline for the project.

50. The steering group is to provide a progress update to the Economic Development Forum on a regular basis (this may be via email).
51. The full scope, budget and timeline will need to be submitted to the Chief Executives Forum November 2023 meeting (or sooner) for approval.
52. The terms of reference will be reviewed and updated following approval of the full scope of works, to reflect reporting timelines, including the final report.

Attachment 2 – Income and Expenditure report

INCOME	Contribution	Budget 2022/23	Actual 2022/23
Regional Forums Levy 2021/22	Ratios		
Environment Canterbury	21%	\$12,907.32	\$12,907.32
Christchurch City	21%	\$12,907.32	\$12,907.32
Selwyn District	11%	\$6,760.98	\$6,760.98
Waimakariri District	11%	\$6,760.98	\$6,760.98
Ashburton District	10%	\$6,146.34	\$6,146.34
Timaru District	10%	\$6,146.34	\$6,146.34
Hurunui District	5%	\$3,257.54	\$3,257.54
Waimate District	4%	\$2,458.54	\$2,458.54
Waitaki District	4%	\$2,458.54	\$2,458.54
Kaikōura District	3%	\$1,598.05	\$1,598.05
Mackenzie District	3%	\$1,598.05	\$1,598.05
TOTAL INCOME	100%	\$63,000.00	\$63,000.00
SURPLUS carried forward from 2021/22		\$102,430.32	\$102,430.32
TOTAL FUNDS AVAILABLE for 2022/23		\$165,430.32	\$165,430.32

EXPENDITURE	Budget 2022/23	Forecast to end of FY (including actuals)	Actual 2022/23
Research			
Canterbury Wellbeing – refresh	\$8,000.00	\$8,000.00	\$4,668.00
	\$8,000.00	\$8,000.00	\$4,668.00
Mayoral Forum Plan for Canterbury 2023-2025			
Refresh - research	\$3,000.00	\$3,000.00	\$-
Refresh - facilitated workshops	\$4,000.00	\$4,000.00	\$3,970.00
Refresh - engagement	\$3,000.00	\$3,000.00	\$-
Refresh - production	\$5,000.00	\$5,000.00	\$-
	\$15,000.00	\$15,000.00	\$3,970.00
Workshops			
CEs strategic planning day - August	\$4,680.00	\$5,075.00	\$5,075.00
	\$4,680.00	\$5,075.00	\$5,075.00
Training Events			
TBC	\$1,000.00	\$1,000.00	\$-
	\$1,000.00	\$1,000.00	\$-
Collaborative projects			
Model for Procurement	\$25,000.00	\$25,000.00	\$-
Climate Change Risk Assessment engagement	\$10,000.00	\$10,000.00	\$-
Resource Management Reform	\$27,317.00	\$27,317.00	\$41,579.00
CPRAES / CRIMS Information Mgmt Project	\$35,000.00	\$35,000.00	\$35,000.00
Collaborative projects (TBC)	\$5,000.00	\$5,000.00	\$-
	\$102,317.00	\$102,317.00	\$76,579.00
Three waters			
Three waters council contributions carried forward	\$9,268.00	\$9,268.00	\$-
	\$9,268.00	\$9,268.00	\$-
Secretariat / Administration			
Travel (secretariat support)	\$1,000.00	\$1,000.00	\$1,858.00
Mayoral Forum leaving gifts		\$378.00	\$665.00
Mayoral Forum photos		\$1,836.00	\$1,836.00
	\$1,000.00	\$3,214.00	\$4,359.00
TOTAL EXPENDITURE	\$141,265.00	\$143,874.00	\$90,681.00

SURPLUS / DEFICIT	Budget 2022/23	Forecast to end of FY (including actuals)	Actual 2022/23
TOTAL FUNDS AVAILABLE	\$165,430.32	\$165,430.32	\$165,430.32
TOTAL EXPENDITURE	\$141,265.00	\$143,874.00	\$90,681.00
TOTAL SURPLUS / DEFICIT	\$24,165.32	\$21,556.32	\$74,749.32

Attachment 3 – Regional Forums budget 2023/24

INCOME	Contribution	Budget 2023/24	Actual 2023/24
Regional Forums Levy 2021/22	Ratios		
Environment Canterbury	21%	\$12,907.32	\$-
Christchurch City	21%	\$12,907.32	\$-
Selwyn District	11%	\$6,760.98	\$-
Waimakariri District	11%	\$6,760.98	\$-
Ashburton District	10%	\$6,146.34	\$-
Timaru District	10%	\$6,146.34	\$-
Hurunui District	5%	\$3,257.54	\$-
Waimate District	4%	\$2,458.54	\$-
Waitaki District	4%	\$2,458.54	\$-
Kaikōura District	3%	\$1,598.05	\$-
Mackenzie District	3%	\$1,598.05	\$-
TOTAL INCOME	100%	\$63,000.00	\$-
SURPLUS carried forward from 2022/23		\$74,749.32	\$74,749.32
TOTAL FUNDS AVAILABLE for 2023/24		\$137,749.32	\$74,749.32

EXPENDITURE	Budget 2023/24	Forecast to end of FY (including actuals)	Actual 2023/24
Research			
Canterbury Wellbeing 2022 review	\$2,000.00	\$2,000.00	
	\$2,000.00	\$2,000.00	\$-
Mayoral Forum Plan for Canterbury 2023-2025			
Housing strategy ILM	\$10,000.00	\$10,000.00	\$-
Housing Strategy ILM Logistics, room hire etc	\$5,000.00	\$5,000.00	
Housing strategy - development (TBC)	\$35,000.00	\$35,000.00	\$-
Skills & immigration	\$1,000.00	\$1,000.00	\$-
Future projects (TBC)	\$20,000.00	\$20,000.00	\$-
	\$71,000.00	\$71,000.00	\$-
Workshops			
Strategic planning & support	\$15,000.00	\$15,000.00	\$-
	\$15,000.00	\$15,000.00	\$-
Training Events			
TBC	\$1,000.00	\$1,000.00	\$-
	\$1,000.00	\$1,000.00	\$-
Collaborative projects			
MahiTahi LG Collaboration Portal subscription	\$11,000.00	\$11,000.00	\$-
Collaborative projects (TBC)	\$20,000.00	\$20,000.00	\$-
	\$31,000.00	\$31,000.00	\$-
Three waters			
Three waters council contributions carried forward	\$9,268.00	\$9,268.00	\$-
	\$9,268.00	\$9,268.00	\$-
Secretariat / Administration			
Travel (secretariat support)	\$1,000.00	\$1,000.00	\$-
Mayoral Forum leaving gifts	\$500.00	\$500.00	\$-
	\$1,500.00	\$1,500.00	\$-
TOTAL EXPENDITURE	\$130,768.00	\$130,768.00	\$-

SURPLUS / DEFICIT	Budget 2022/23	Forecast to end of FY (including actuals)	Actual 2022/23
TOTAL FUNDS AVAILABLE	\$137,749.32	\$137,749.32	\$74,749.32
TOTAL EXPENDITURE	\$130,768.00	\$130,768.00	\$-
TOTAL SURPLUS / DEFICIT	\$6,981.32	\$6,981.32	\$74,749.32

Canterbury Regional Forums workstream tracker 2023-2025

Updated 22 June 2023

#	Workstream	Reports to	Delivery lead	Update	Status	Due	Budget	Budget status	Outcomes
Strongly advocate with Government on the regional councils' business case for permanent co-investment from the Government on flood protection.									Government provides permanent co-investment for flood protection
1a	Discuss with Ministers as part of Wellington visit	Mayoral Forum	Secretariat	Included in briefing packs for meeting with Ministers in Wellington on 11 May 2023	Completed	11 May 2023	\$ -	N/a	
Advocate with the Government for immigration and skills policies that work for Canterbury									Government adopts a more regional approach to immigration policies
2a	Discuss with Ministers as part of Wellington visit	Mayoral Forum	Secretariat	Included in briefing packs for meeting with Ministers in Wellington on 11 May 2023	Completed	11 May 2023	\$ -	N/a	
2b	Develop the evidence base on the current state of the labour market in the region, including skills and labour shortages now, and explore growth challenges	Mayoral Forum	Economic Development Forum	Initial budget approved by CEs Forum 1 May. Draft scope to be developed by the Economic Development Forum.	Not started	TBC	\$ 1,000.00	Approved by CEs Forum	
Seek to partner and collaborate with central government to develop an integrated approach to transport funding in Canterbury in order to increase in the level of funding available for Canterbury transport network									Future funding/investment distribution reflects the contribution of Waitaha/Canterbury to NZ's GDP
3a	Discuss with Ministers as part of Wellington visit	Mayoral Forum	Secretariat	Included in briefing packs for meeting with Ministers in Wellington on 11 May 2023	Completed	11 May 2023	\$ -	N/a	
Continue oversight of the Canterbury Water Management Strategy									CWMS remains fit for purpose and the region retains a shared understanding of water management issues
4a	Continue providing regular reporting to the Mayoral Forum and Chief Executives Forum	Mayoral Forum	Environment Canterbury		On track	Ongoing	\$ -	N/a	
Continue to support the Biodiversity Champions this term as the key conduit to facilitate work across the region on the revitalisation of the Canterbury Biodiversity Strategy, the development of a regional biodiversity monitoring framework and implementation of the National Policy Statement for Indigenous Biodiversity									A new (refreshed/updated) Canterbury Biodiversity Strategy, including the regional biodiversity monitoring framework
5a	Biodiversity Champions Group established	Mayoral Forum	Environment Canterbury	Biodiversity Champions Terms of Reference confirmed and group established.	Completed	20 July 2023	\$ -	N/a	
5b	Continue providing regular reporting to the Mayoral Forum	Mayoral Forum	Environment Canterbury	Biodiversity Champions met 19 July and will provide an update to the August Mayoral Forum.	On track	Ongoing	\$ -	N/a	
Continue to encourage, support and advocate for research and investment in diversifying and adding value to our agricultural production									Investment in research and technology for the pastoral sector reflects the sector's importance to Canterbury and New Zealand's economy
6a	Discuss with Ministers as part of Wellington visit	Mayoral Forum	Secretariat	Included in briefing packs for meeting with Ministers in Wellington on 11 May 2023	Completed	11 May 2023	\$ -	N/a	
Develop a regional housing strategy that will identify the range of housing issues affecting communities across the region and a pathway forward to improve them									The Forum has clarity on housing issues affecting communities in Waitaha/Canterbury and understands pathways for improvement
7a	Investment logic mapping process to clearly identify and articulate the issue that a regional housing strategy will address	Mayoral Forum	Economic Development Forum	Approach endorsed by CEs Forum on 1 May. Proposals have been received and evaluated by the Economic Development Forum and a vendor selected, with a workshop to be held 1 September	On track	30 September 2023	\$ 10,000.00	Approved by CEs Forum	
7b	Undertake a stocktake of current housing strategies across the motu	Mayoral Forum	Economic Development Forum	To be progressed alongside ILM process	Not started	31 July 2023	TBC	N/a	
7b	Develop full scope for Regional Housing Strategy, including budget for CE approval	Mayoral Forum	Economic Development Forum	Following ILM and stocktake	Not started	31 July 2023	TBC	N/a	

Canterbury Regional Forums workstream tracker 2023-2025

Updated 22 June 2023

#	Workstream	Reports to	Delivery lead	Update	Status	Due	Budget	Budget status	Outcomes
Support the work of the Canterbury Civil Defence Emergency Management Joint Committee on preparing for major natural hazard incidents, including an Alpine Fault rupture									The Forum has supported enhancement of Canterbury's capacity to deliver effective and sustainable emergency management response and recovery activities.
8a	Discuss with Ministers as part of Wellington visit	Mayoral Forum		Included in briefing packs for meeting with Ministers in Wellington on 11 May 2023	Completed	11 May 2023	\$ -	N/a	
Oversee a Canterbury-wide climate change partnership plan, which will confirm a collaborative vision for regional adaptation planning, an 'urgency assessment' to support prioritising climate actions, and a funding plan laying out a regional/aligned approach for accessing finance for climate actions in Canterbury									Completion of the Climate Change partnership plan and agreement on action planning
9a	Establish Climate Change reference group	Mayoral Forum	Climate Change Working Group	Climate change reference group established, chair Dan Gordon, Mayor Waimakariri District Council.	Completed	1 February 2023	\$ -	N/a	
9b	Deliver Canterbury-wide climate change partnership plan	Mayoral Forum	Climate Change Working Group	Milestones under development; regular reporting will be provided to the Mayoral Forum.	On track	20 November 2024	TBC	Exploring whether councils will self-fund or fund collectively	
Encourage all Canterbury local authorities to complete carbon footprint assessments, to inform action plans for reductions									All Canterbury councils able to understand and report on their emissions
10a	All Canterbury local authorities undertake carbon footprint assessments	Policy Forum	Corporate Forum	All councils have agreed to adopt ISO:14064. A working party, reporting to the Corporate Forum, was reconvened in mid-2021 to collaborate on reporting of data. CCC has offered to collate data from other councils for reporting. The Corporate Forum continues to keep a watching brief on this item.	Delayed	31 December 2020	\$ -	N/a	
Lead development of a 10-year plan for Canterbury councils to move to a common platform for IT systems and digital services (including valuation and rating functions) and secure cost savings through group licensing procurement, with specific concrete actions to be implemented in each year of the 10-year plan									
11a	Conduct a stocktake of Canterbury councils' IT platforms, applications and procurement / licensing cycles and investment intentions to inform planning to move towards a common platform by 2030. Information collated for DIA is to be sent to the CIOs to analyse; they will then report back to the Corporate Forum.	Corporate Forum	Chief Information Officers Group (CIOs)	Paused while Corporate Forum completes collaborative procurement project	On hold		N/A	N/A	
11b	Develop a business case (with value proposition and a request for funding) to go to member councils to test and build consensus on a collective vision, commitment and understanding of what it might mean over time for procurement and renewal cycles for IT systems and digital services	Corporate Forum	Chief Information Officers Group (CIOs)	Once the stocktake is complete this will proceed.	Not started		N/A	N/A	

Canterbury Regional Forums workstream tracker 2023-2025

Updated 22 June 2023

#	Workstream	Reports to	Delivery lead	Update	Status	Due	Budget	Budget status	Outcomes
Develop a proposal for a joined-up procurement system/service for Canterbury councils, including legal services provisioning									Achieve efficiencies in procurement across Canterbury councils in terms of both effort and savings
12a	Phase 1 - support councils to make better use of All-of-Government (AoG) contracts	Corporate Forum	Canterbury Finance Managers Group	Following a stocktake it was recommended that councils ensure they investigate AoG contracts as part of each procurement process. A recommendation is being made for Canterbury to join the MahiTahi Collaboration Portal to engage with collaborative procurement across councils nationally - see item 4.2.	Completed	See 12c	N/A	N/a	
12b	Phase 2 - identify councils' tender thresholds and seek a top line annual spend values to prioritise procurement areas to explore for potential efficiencies	Corporate Forum	Canterbury Finance Managers Group	At end of phase 1, members agreed a more nuanced approach was needed to understand the procurement picture at each council. Phase 2 and 3 have therefore not commenced as envisaged. Paper on next steps will go to July CEs Forum.	Not started	See 12c	N/A	N/A	
12c	Phase 3 - engage an external consultant to extract learnings from phases 1 and 2 and design an ongoing collaborative procurement structure, and possibly an online platform, that the Forum can use for future collaborative procurement opportunities	Corporate Forum	Canterbury Finance Managers Group	As above	Not started	Project deliverable (recommendation on model or structure for collaborative procurement in Canterbury) due mid-2023	\$ 10,000.00	Funding not yet required to be drawn down.	
Align renewal of waste minimisation plans to provide a consistent approach to waste management across the region and improve efficiencies									
13a	Align renewal of waste minimisation plans	Operations Forum	Andrew Dixon	Andrew Dixon to work with Canterbury Joint Waste Committee on this.	Not started	30 June 2024	\$ -	N/a	
Engage with central government on the resource management reforms through participation in the Local Government Forum of Chief Executives for resource management reform, reviewing and preparing submissions on new legislation, participating in Select Committee processes									Waitaha/Canterbury views are clearly articulated through the reform process
14a	Engage with Minister Parker and Ministry for the Environment on resource management reforms as appropriate	Chief Executives Forum	Canterbury Planning Managers Group	Submissions made to Natural and Built Environments and Spatial Planning Bills Discussions on whether Canterbury will be part of scoping for Tranche 1 underway	On track	Ongoing	\$ -	N/a	
Engage with central government on the future for local government by supporting development of a regional approach and participating in the Future for Local Government Review									Waitaha/Canterbury views are clearly articulated through the reform process
15a	Progress actions from the Future for Local Government Workshop (April 2021) and actively participate in engagement with central government's Future for Local Government Review	Mayoral Forum	Chief Executives Forum	Workshops were held with papatipu rūnanga chairs and central government regional directors in March and May 2021. The May session also included the chair and executive director of the Local Government Review Panel. A health workshop was held in July 2021.	Completed	1 April 2023			

Canterbury Regional Forums workstream tracker 2023-2025

Updated 22 June 2023

#	Workstream	Reports to	Delivery lead	Update	Status	Due	Budget	Budget status	Outcomes
Support regional collaboration as opportunities arise									Waitaha/Canterbury continues to have strong collaboration across councils
16a	Review forums ToRs three-yearly	Chief Executives Forum	Secretariat	Bring current terms of reference to November CEs Forum for review	Not started	6 November 2023	\$ -	N/a	
16b	Collaborate on LTPs	Policy Forum			Not started		\$ -	N/a	
16c	Hold regional training workshops	Policy Forum			Not started		\$ 1,000.00	Approved by CEs Forum	
16d	Supporting councils with affordable water transitions	Chief Executives Forum	Operations Forum	Standing item of meeting agendas for the CE & Operations Forums	On track	1 July 2026	\$ -	N/a	

DRAFT AGENDA

CANTERBURY MAYORAL FORUM



Name:	Canterbury Mayoral Forum
Date:	Friday, 25 August 2023
Time:	8:30 am to 1:00 pm (NZST)
Location:	Commodore Hotel, 449 Memorial Avenue, Burnside, Christchurch
Board Members:	Anne Munro, Craig Rowley, Craig Mackle, Dan Gordon, Gary Kircher, Marie Black, Neil Brown, Nigel Bowen (Chair), Peter Scott, Phil Mauger, Sam Broughton
Attendees:	Alex Parmley, Angela Oosthuizen, Bede Carran, Hamish Riach, Hamish Dobbie, Jeff Millward, Sharon Mason, Stefanie Rixecker, Stuart Duncan, Will Doughty, Monique Croon, Amanda Wall, Maree McNeilly, Rosa Wakefield
Apologies:	Dawn Baxendale

1. Opening meeting

1.1 Karakia, welcome, introductions and apologies

8:30 am (5 min)

Nigel Bowen

Canterbury Mayoral Forum karakia

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!

1.2 Confirmation of agenda

8:35 am (5 min)

Nigel Bowen

1.3 Minutes from the previous meeting

8:40 am (5 min)

Nigel Bowen

Supporting Documents:

1.3.a Minutes : Canterbury Mayoral Forum - 2 Jun 2023

1.4 Action List 8:45 am (10 min)

Nigel Bowen

Supporting Documents:

1.4.a Action List

2. For discussion

2.1 Future for Local Government - final report 8:55 am (35 min)

Nigel Bowen

2.2 Resource management reform - first tranche regions 9:30 am (35 min)

Stefanie Rixecker

2.3 Affordable Water - Entity I: preference for go live timing 10:05 am (10 min)

Hamish Riach

3. Morning tea

3.1 Morning tea 10:15 am (15 min)

4. For discussion

4.1 Regional Public Service Commissioner 10:30 am (10 min)

Ben Clark

4.2 Climate Change Action Planning Reference Group update 10:40 am (5 min)

Dan Gordon

4.3 Canterbury Water Management Strategy update 10:45 am (5 min)

Peter Scott

4.4 Draft BIM (Briefing Incoming Ministers) 10:50 am (10 min)

Hamish Riach

5. For information

5.1 Chief Executives Forum report 11:00 am (10 min)

Hamish Riach

5.2 Update on the development of a monitoring plan for indigenous biodiversity

FYI only

5.3 Mayoral Forum activities and engagements

6. General business

6.1 General business 11:10 am (10 min)

6.2 Meeting review 11:20 am (5 min)

7. Minister James Shaw

7.1 Minister James Shaw 11:25 am (60 min)

8. Close Meeting

8.1 Closing karakia 12:25 pm (1 min)

Nigel Bowen

Kia tau te rangimarie ki runga I nga iwi o te ao

Haumi e

Hui e

Taiki e

Let peace reign on all the people of the world

Fixed

Bound as one

8.2 Close the meeting

Next meeting: Canterbury Mayoral Forum - 24 Nov 2023, 8:30 am

Canterbury Chief Executives Forum

Date: 31 July 2023

Presented by: Jesse Burgess, Senior Strategy Manager, Regional Forums Secretariat

Update on CRTC passenger rail investigations

Purpose

1. To inform Canterbury Chief Executives of the staff advice to the Canterbury Regional Transport Committee (CRTC) and Canterbury Regional Council on passenger rail in Canterbury.

Recommendations

That the Canterbury Chief Executives Forum:

1. **notes the staff advice to the Canterbury Regional Transport Committee (CRTC) on passenger rail in Canterbury.**

Key points

- In May 2022 the CRTC agreed to investigate passenger rail in Canterbury, with the scoping of this work to begin in the 2022/23 financial year.
- Staff have begun scoping the work and having early discussions, and are recommending that the CRTC defer any further work to progress passenger rail in the Canterbury region until at least 2027, or whenever regional spatial planning commences in Canterbury.
- Staff are also recommending to the CRTC that development of an 'intra-regional public transport programme business case' be put forward as an activity 'on the horizon' in the 2024-34 Canterbury Regional Land Transport Plan (RLTP).
- Staff will be briefing the Canterbury Regional Council on our advice on 9 August 2023, and seeking a decision from the CRTC on 24 August.

Background

2. In Feb 2022, the Canterbury Regional Transport Committee (CRTC) received a notice of motion from one of its members to trial a start-up passenger rail service in the Canterbury region. The original motion was subsequently amended to request an update from staff on progress toward passenger rail in Canterbury.

3. In May 2022 Canterbury Regional Council staff brought a substantive report on progress toward passenger rail in Canterbury. It outlined three broad service types that the Committee could consider:
 - long distance inter-regional
 - long distance commuter, and
 - short distance commuter.

It provided an overview of their key service characteristics, some case studies from other parts of New Zealand, and a recommended process to progress a service proposal.
4. At that point in time, the Committee agreed to further investigate passenger rail in Canterbury in the 2023/24 financial year, with the scoping of the work to begin in the 2022/23 financial year.
5. Staff began scoping the work and having early stakeholder discussions in February 2023. This report outlines the extent of our current advice on it. Staff have been briefing CRTC members on this advice and will also brief the Canterbury Regional Council on 9 August 2023, ahead of seeking a decision from the CRTC on 24 August 2023.

Developments since May 2022 that influence passenger rail

6. Since the report to the CRTC in May 2022, there have been several key developments that influence the work, namely:
 - The Spatial Planning Bill has been introduced to Parliament and through Select Committee, and specific requirements for regional spatial planning are now clearer.¹
 - The 2023 Census has taken place, which will soon provide updated data for travel to work and education. This data will be key to understanding inter-district commuting patterns and the viability of introducing public transport options to service these trips.
 - The Ministry of Transport has committed to developing a national public transport strategy by 2025, and considering improvements to, and new opportunities for, inter-regional public transport services² (signalled in the Emissions Reduction Plan).
 - A parliamentary inquiry into inter-regional passenger rail has been established and referred to the Transport and Infrastructure Select Committee. The CRTC provided a submission on this inquiry in October 2022.
 - The Select Committee reported back on its findings on 4 July 2023, recommending the government identify a transport sector agency to provide

¹ See the NZ Parliament website for further information on the [Spatial Planning Bill](#) (last updated June 2023)

² Mahere Hohenga kia Whakakorea te Waro ā-Kawenga 2022-25 (the Decarbonising Transport Action Plan), page 52 for National Public Transport Strategy, page 57 for interregional public transport (initiative 1.2b.6). Full plan available [here](#) (last accessed 28/03/23).

system leadership and guidance on inter-regional public transport. One proposed role of this lead agency would be to engage and coordinate between Regional Councils, Waka Kotahi and Treasury on the development of inter-regional public transport proposals.³

- Work on the Indicative Business Case (IBC) for Mass Rapid Transit (MRT) in Greater Christchurch has concluded. This has greatly furthered our understanding of the potential role and value of heavy passenger rail within Greater Christchurch.
- A new requirement for tier 1 urban areas to develop vehicle kilometres travelled (VKT) reduction plans to assist government in meeting its climate change targets.

MRT IBC Findings: Rolleston to Rangiora

7. As mentioned before, a key development has been the findings from the Indicative Business Case (IBC) for Mass Rapid Transit (MRT) in Greater Christchurch. This extensive work broadly considered three different mode and route options for mass rapid transit between Rolleston and Rangiora and the central city:
 - dedicated urban street-running mass rapid transit (either light rail or buses)
 - a more limited-stop bus rapid transit along the current motorway alignment, and
 - a heavy rail passenger service.
8. In the end only one option came out of the process with a benefit cost ratio higher than one, meaning the monetised benefits exceeded the expected costs. This was the street-running mass rapid transit option with enhanced direct bus services to Rolleston, Rangiora and Lincoln.
9. The business case also assessed the option of a street running MRT plus a complimentary 'start up' heavy rail service to Rolleston and Rangiora, with users transferring onto high-frequency MRT services at Riccarton for onward travel into Christchurch City Centre. This option came out second-best for value for money, and was best performing against the investment objectives. But it also came at a significantly higher cost than the preferred option, and the overall costs exceed the expected benefits, meaning it had a benefit cost ratio less than one.
10. Significant infrastructure investments would be required to enable a 'start up' 30-minute service frequency. Namely additional passing loops, an additional 8.5km of double tracking between Hornby and Rolleston, several new or upgraded stations, and signalling upgrades, particularly north of Belfast. Beyond a 30-minute frequency, even more expensive upgrades begin to be triggered, such as grade separation of level crossings.
11. In terms of patronage, the complementary 'start up' heavy rail service option is estimated to add an additional 4,700 daily boardings to the public transport network. By comparison, enhancing direct bus services from Rolleston, Rangiora and Lincoln to the

³ Further information available [here](#).

Central City (the MRT preferred option) is estimated to attract an additional 7,300 daily boardings by 2051.

12. In summary, the value of heavy rail is in its capacity to move large numbers of people. The findings from the MRT IBC indicate that heavy passenger rail between Rolleston and Rangiora could have a role in Greater Christchurch's future, but that future is not right now. Delivering direct bus service enhancements to Rangiora and Rolleston is going to be more cost effective in the short to medium term.
13. In the long term, patronage on direct services may eventually grow to a point where it begins to be more cost-effective to shift these trips to a higher-capacity mode. The IBC identifies heavy rail as well-placed to be this higher-capacity mode, particularly at peak travel times.
14. It also finds that the investment required in commuter rail between Rolleston and Rangiora is complementary with any broader investment in rail for the rest of the Canterbury region. But given the high cost of commuter rail relative to its near-term expected benefits, enhancing the existing bus services should take priority over a commuter rail service. The Canterbury Regional Council can monitor growth on these direct bus services to right-time progressing plans for rail.

Advice on any further work

15. What the MRT business case does not tell us is what the potential role of heavy passenger rail (and public transport more broadly) is beyond Rolleston and Rangiora. Beyond Greater Christchurch. What is its potential to support planned growth and longer-term outcomes for the wider Canterbury Region?
16. Staff began to scope what the process to answer these questions might look like. Our early advice on it is that:
 - it should ultimately follow a business case process.
 - it should inform (and be informed by) regional spatial planning.
 - the proposed role and function of any passenger rail service is a key question that would require agreement early on, and
 - the business case process should be mode-agnostic, and rail may not emerge as the highest-scoring option.
17. Decision-making over the provision of new or additional public transport services sits with the Canterbury Regional Council as the Public Transport Authority (PTA). While the CRTC can direct staff to further develop the strategic case and/or other early work, it will ultimately require Canterbury Regional Council funding and support to progress.
18. While there are several options for progressing and sequencing the work, the overall process would broadly follow the New Zealand Treasury's Better Business Case process, as summarised below:
 - **Strategic case:** What is the problem we are trying to solve? What are the benefits we're seeking from our investment?

- **Indicative business case:** Development of investment options, options assessment and shortlisting of options. This is the basis for telling the investment story to secure funding support and progress a potential preferred option to a detailed business case.
- **Detailed business case:** Comprehensive, detailed planning and analysis of the preferred option(s), with a view toward procurement and delivery, and ensuring it is affordable and feasible to construct and deliver.
- **Procurement and delivery:**

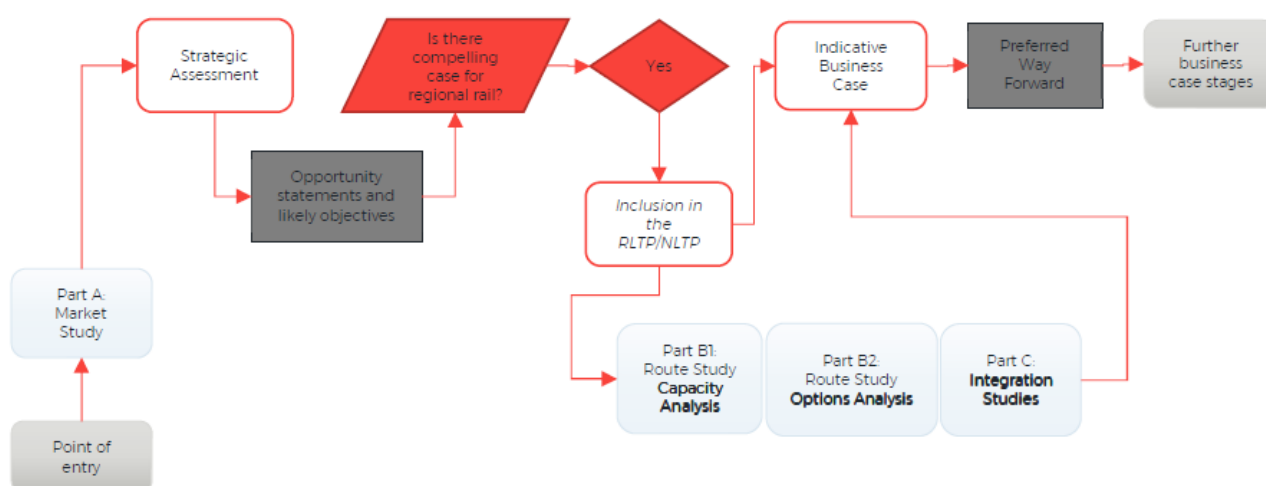


Figure 1 - RUS process blended with Waka Kotahi business case process (WSP)

19. The advice presented to the CRTC in May 2022 recommended blending this business case process with a rail utilisation strategy (RUS) and a market study (see Figure 1). This advice was specifically tailored to a rail-based service proposition.
20. Development of a programme business case would need to be identified as an activity in the 2024-27 Canterbury Regional Land Transport Plan (RLTP), in the Canterbury Regional Public Transport Plan (RPTP), and funding for the business case identified in ECan’s 10-year budget.
21. Staff are also recommending that the geographic scope of any further investigations is limited to the Canterbury region only, with a focus on the corridor between Amberley and Timaru, for the following reasons:
 - larger population centres and lesser average travel distances between Amberley and Timaru (the efficacy and financial sustainability of all forms of public transport generally increases with population density)
 - reduced travel time competitiveness and a lower quality of rail network infrastructure south of Oamaru and north of Belfast (the rail network on these sections is currently controlled by a manual authority-based track warrant system as opposed to centralised traffic control and maximum operating speeds are

restricted to between 50-80km/hr, making it less competitive with private vehicle travel times along these sections)

- potentially competing service offerings in the existing Kiwirail scenic services to the north and west of the Greater Christchurch sub-region
- the complexity of governance and funding arrangements required for an inter-regional service proposition
- lower operational and financial risk in keeping it within the responsibilities of the Canterbury Regional Council, and
- inter-regional services are currently specifically exempt from attracting public transport subsidy under the Land Transport Management Act.

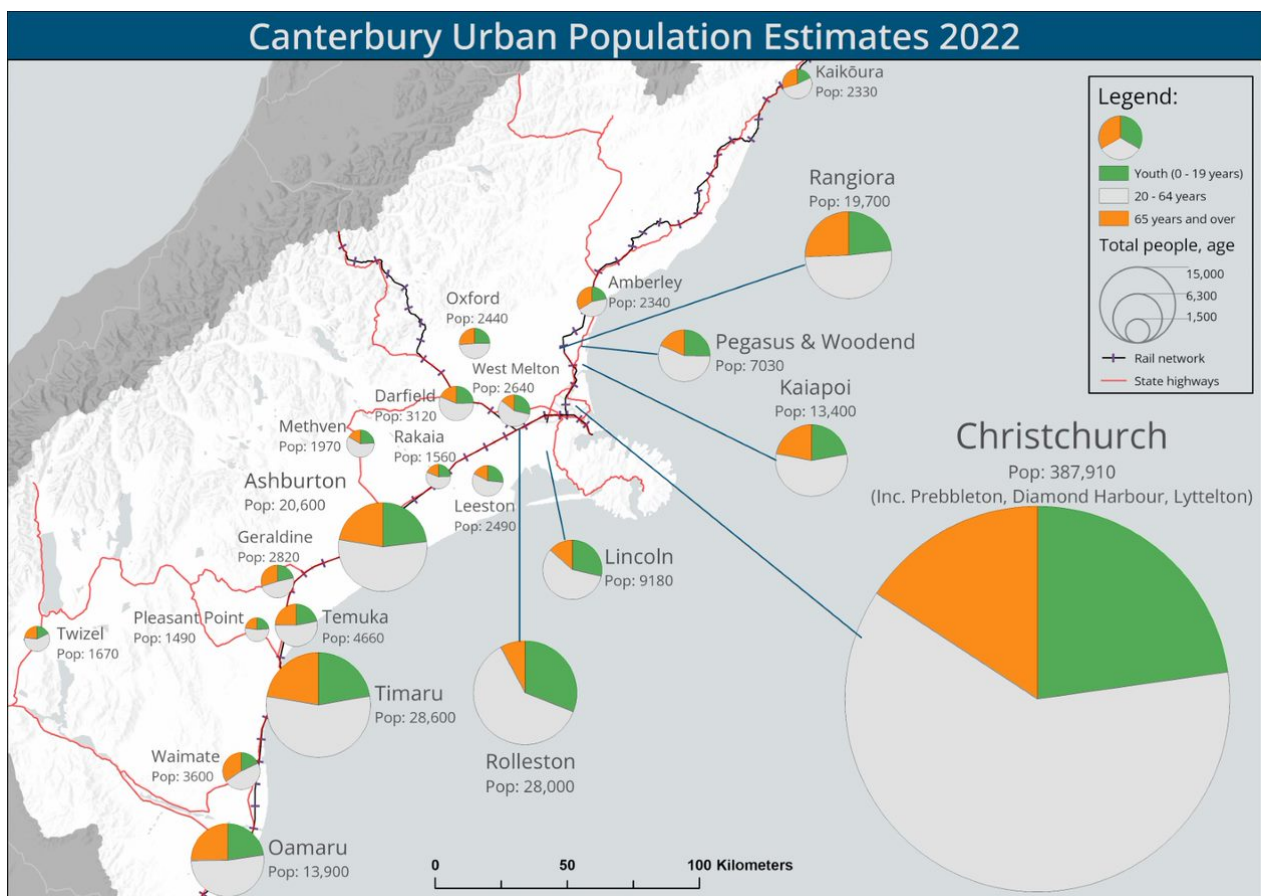


Figure 2 – 2022 urban area populations (2022 Stats NZ estimates). Number of youth and elderly shown in yellow and green respectively.

Options for CRTC to progress passenger rail

22. At the next meeting of CRTC on 24 August 2023, staff propose outlining four options to the CRTC to consider. These are:

- Option 1 – ‘do nothing’
- Option 2 – ‘defer’ (preferred option)

- Option 3 – as per option two, but commission a rail utilisation and/or market study
 - Option 4 – request to commence programme business case development.
23. **Option 1 – do nothing** would immediately halt any further work on passenger rail in Canterbury, with no intent to pick it up this term or in the near-term future.
24. **Option 2 – defer** would defer a decision on progressing a programme business case until at least 2027, or whenever regional spatial planning commences. But propose including the development of an ‘intra-regional public transport programme business case’ as an activity ‘on the horizon’ in the 2024-34 Canterbury Regional Land Transport Plan (RLTP). This includes it in the RLTP but not as a funded activity within the 10-year planned investment programme. This is the staff recommended option.
25. **Option 3** – this option would defer a decision on funding a programme business case until at least 2027 as per option two but continue planning for the work, and commission a discrete ‘rail utilisation study’ and/or market study in the nearer term. Option three would also look to include programme business case development as an activity in the RLTP.
26. **Option 4** – this option recommends the Canterbury Regional Council commence point of entry discussions with Waka Kotahi and other parties and/or begin to develop the strategic case, which determines if it should progress into programme business case development. Staff are not recommending this option.
27. There are several reasons why option four is not a staff recommended option at this point in time, namely:
- staff have not had any substantive point of entry or funding discussions with Waka Kotahi
 - business case development is not our area of technical expertise, and staff have not yet engaged with this expertise as part of scoping the work
 - it would require resourcing that is not currently provided for
 - progressing it now would put it ahead of regional spatial planning
 - the current focus of Canterbury Regional Council staff is on near-term opportunities in Greater Christchurch, where the public transport proposition, supporting funding structures and central government interest is greater.

Cost, compliance and communication

Financial and resourcing implications

28. **Options 1 and 2** would have minimal impact on staffing and resourcing and would focus the resources of Canterbury Regional Council on committed nearer-term priorities, such as the public transport futures programme and progressing plans for mass rapid transit in Greater Christchurch. It would allow the rail work to be sequenced

in with regional spatial planning discussions and to respond to future developments in central government direction.

29. **Option 3** would require external resourcing for any market study or rail utilisation study as the available internal resource is very limited. The estimated cost of a rail utilisation study is around \$90,000 (excl. GST). Staff expect a market study would fall within a similar cost range.
30. **Option 4** would have resourcing implications that are not currently provided for.

Risk assessment and legal compliance

31. Canterbury Regional Council staff have not had any engagement with legal counsel in developing this advice. There is some reputational risk to Environment Canterbury and partner councils in progressing the work too early and/or without support from Waka Kotahi. Waka Kotahi is unlikely to support an inter-regional service proposition.

Significance and engagement

32. Staff have not had any engagement with Ngāi Tahu or Papatipu Rūnanga. There has been some internal engagement with transport staff in partner councils who sit on the Canterbury Transport Officers Group (TOG), a working group that provides advice to CRTC.
33. Staff have also engaged internally with key staff within Waka Kotahi and Kiwirail. Kiwirail do not have any views on this advice. The development of any new public transport service proposal is led by Canterbury Regional Council. Kiwirail and Waka Kotahi will support the process as required.
34. There is high public interest in heavy passenger rail in the Canterbury region. Over half of public feedback received on the Draft 2021-31 Canterbury Regional Land Transport Plan mentioned rail.

Communication

35. Canterbury Regional Council staff intend to issue a media release on the CRTC decision, once known. This would be reviewed and approved by the Chair of the CRTC, Peter Scott, prior to release, as well as senior staff within Environment Canterbury. There are no public communications planned prior to 24 August, but there could be media interest in the item.

Next steps

36. Environment Canterbury staff will proceed to draft a decision paper to the next usual meeting of CRTC on 24 August 2023, and seek the views of Canterbury Transport Officers Group (TOG) on the draft paper at their next usual meeting on 31 July 2023.

37. Environment Canterbury staff will also brief the Canterbury Regional Council on the topic on 9 August 2023.
38. Environment Canterbury staff remain on hand for any questions or queries on the topic through your respective councils, and will continue providing information through your TOG representatives, and through this forum, as required.

Attachments

- No attachments.

Canterbury Chief Executives Forum

Date: 31 July 2023

Presented by: Georgi Toma

Leadership and stress – your toolkit for thriving

Background

1. This is a practical session where you will discover the new science of stress and how it applies to leaders, particularly in the context of navigating significant change. You will learn simple and effective strategies to support yourself, and your team, so you experience physical and mental optimal functioning. The content and techniques shared are underpinned by research evidence.

Session Outcomes

- Understand the stress of leadership and how it might be impacting you
- Assess your stress level
- Discover 3 neuro-biological systems that create unnecessary stress
- Learn simple techniques to reduce chronic stress for you and your team

Methodology

- Duration: 1hr
- For every 5 min of content there will be a prompt for engagement such as a question, self-reflection prompt, or quiz.
- A coaching process will be used to allow participants to gain insights while feeling safe.
- Content points will be underpinned by research evidence and best practice.
- Delivery: face-to-face

Attachments

- Attachment 1: Bio of Dr Georgi Toma

Dr Georgi Toma

Dr. Georgi Toma is an expert in stress, burnout, psychosocial hazards and workplace psychological health and safety. She is the founder of Heart and Brain Works, a consultancy that offers a comprehensive solution for mental health at work. She is also a research fellow at the University of Auckland.

She has worked with organisations such as *RMIT University*, *Korn Ferry*, *APM Workcare* or *Environment Canterbury* to create healthy work environments and equip their staff with the skills required to thrive.

She is the creator of **The Wellbeing Protocol**, a scientifically-validated program to reduce burnout and improve mental wellbeing in the workplace. Research studies show that the Wellbeing Protocol can help employees reduce stress by up to 58%, burnout by up to 60% and improve mental wellbeing by up to 103%.



Connect with Georgi:

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