

Agenda

Canterbury Chief Executives Forum

Date: Monday 2 November 2020

Time: 9:00 am – 12:00 noon

Venue: Selwyn District Council, 2 Norman Kirk Drive, Rolleston

Attendees: **Chief Executives:**

Jim Palmer (Waimakariri, CEs Forum Chair), Hamish Dobbie (Hurunui), Angela Oosthuizen (Kaikōura), Suzette van Aswegen (Mackenzie), David Ward (Selwyn), Bede Carran (Timaru), Stefanie Rixecker (Environment Canterbury), Fergus Power (Waitaki).

In attendance: Maree McNeilly, Amanda Wall, Rosa Wakefield (Secretariat)

Apologies: Hamish Riach (Ashburton), Dawn Baxendale (Christchurch), Stuart Duncan (Waimate)

Time	Item	Paper	Person
9:00	1. Welcome, introductions and apologies		Chair
	2. Confirmation of Agenda		Chair
	3. Minutes from the previous meeting	2	Chair
	3.1. Confirmation of Minutes, 27 July 2020		
	3.2. Action points		
	FOR DISCUSSION AND DECISION		
9:10	4. Climate change regional risk assessment	—	Stefanie Rixecker
9:15	5. Three Waters	8	Hamish Dobbie
10:00	6. Stocktake of IT platforms, apps and procurement cycles	10	Bede Carran
10:10	7. Short-term working party on impacts of flexible working	13	Bede Carran
10:20	8. Analysis of 3 rd party expenditure – Deloitte report	18	Bede Carran Katherine Harbrow
10:30	MORNING TEA		
10:45	9. Draft Communications Strategy	50	Maree McNeilly
10:55	10. Approach for Mayoral Forum engagement with incoming Ministers and Members of Parliament	58	Chair
11:15	11. Elections and appointments, 2021	—	Chair
	11.1. Election of Chair, Chief Executives Forum		
	11.2. Appointment of Chairs: Policy, Corporate and Operations Forums		
11:20	12. Three-year work programme 2020-2022	63	Maree McNeilly
11:25	13. Review of regional working groups	67	David Ward Maree McNeilly
11:30	14. CWMS Update	79	Stefanie Rixecker
	FOR INFORMATION		
11:35	15. Regional forums update	94	David Ward Hamish Dobbie Bede Carran
11:40	16. Regional forums budget	97	Maree McNeilly
11:45	17. Regional COVID recovery oversight	—	Jim Palmer
11:50	18. Draft Mayoral Forum agenda, 26-27 November 2020	100	Maree McNeilly
11:55	19. General business		Chair

Meeting close.

Next meetings: Monday 1 February 9.00am -12 noon, Selwyn District Council – TBC following receipt of LGNZ 2021 Calendar,

Canterbury Chief Executives Forum

Draft

Minutes

Date:	27 July 2020	
Venue:	Selwyn District Council	
Attendance:	Jim Palmer (Waimakariri, CEs Forum Chair), Hamish Riach (Ashburton), Dawn Baxendale (Christchurch), Hamish Dobbie (Hurunui), Suzette van Aswegen (Mackenzie), David Ward (Selwyn), Bede Carran (Timaru), Stuart Duncan (Waimate), Stefanie Rixecker (Environment Canterbury). <i>In attendance:</i> Caroline Hart (Environment Canterbury), Katherine Harbrow (Environment Canterbury) <i>Secretariat:</i> David Bromell, Maree McNeilly, Rosa Wakefield	
Apologies:	Angela Oosthuizen (Kaikoura), Fergus Power (Waitaki).	
AGENDA ITEM	KEY POINTS DISCUSSED / RESOLVED	ACTION POINTS (Who will action, when?)
1.	Welcome, attendance and apologies Jim Palmer welcomed all to the meeting. Apologies were noted from Angela Oosthuizen and Fergus Power.	
2.	Confirmation of agenda Agenda for the meeting was confirmed with additional items for general business: <ul style="list-style-type: none"> • Remuneration review intentions • Infrastructure commission expectations • Amendments to Building Act (fast-tracking for simple buildings) 	
3.	Minutes from the previous meeting Minutes from the previous meeting on 4 May 2020 were confirmed, with all actions completed or relating to items on the agenda for this meeting.	
4.	Climate change regional risk assessment stages 2-3 Stefanie spoke to the report. Ngāi Tahu's Whare Tapu Whā model is being used to progress this work, and a report will be presented to the next Forum meeting in November. She reminded the Forum that stage 1 reports continue to be embargoed until the Ministry for the Environment releases the national risk assessment.	

	<p>Following discussion at the Climate Change Steering Group and the Mayoral Forum, Environment Canterbury presented two options for funding stages 2-3 and recommended option 2. The final scope and detailed cost estimates will come back to this Forum for approval.</p> <p>The Forum:</p> <ol style="list-style-type: none"> 1. agreed in principle to option 2 for the allocation of funding for the detailed Canterbury climate change risk assessment 2. agreed that the scope, approach and cost estimate for the detailed Canterbury climate change risk assessment be shared via email distribution for approval prior to the next Chief Executives Forum meeting on 2 November 2020. 	<p>Climate Change Working Group: circulate final scope and detailed costing for the remaining stages of the regional climate change risk assessment for approval by 2 Nov 2020.</p>
5.	<p>CWMS updates and zone committee terms of reference</p> <p>Caroline Hart spoke to the report and the review of zone committee terms of reference and proposed letters of shared priorities. Engagement on this is underway, through meetings with councils and zone committee chairs – letters went to Chief Executives about this on 2 July. Revised terms of reference and draft letters of shared priorities will come back to councils for adoption. While the objective is to achieve as much commonality as possible in terms of reference across zone committees, Christchurch/West Melton may have different membership specifications because it is an urban zone and has different priorities.</p> <p>In developing a draft letter of shared priorities, Hurunui District Council has taken the approach of starting with the CWMS goals adopted following the Fit for the Future review, then asked what the zone committee could practically and realistically do to help achieve those goals.</p> <p>An update will be provided to the Mayoral Forum on 4 September but not all zone committees will have been through this process by then.</p> <p>The Forum agreed to receive the report.</p>	<p>Caroline Hart: provide zone committee terms of reference engagement meeting dates and share development guide for letters of shared priorities.</p>
6.	<p>Three Waters – update and next steps</p> <p>The Forum shared information coming out of Wellington on the Government’s 3 Waters reforms. The Government has now split the approx. \$700m allocation into two tranches. Tranche 1 is available for TAs that opt in. Tranche 2 will be available on a regional basis for TLAs agreeing regional priorities, but only available if 75% of that region’s TAs commit to the MOU. Tranche 2 will either be distributed in accordance with regional priorities as agreed by the region, or split per the default allocation for tranche 1, if the region can’t agree on priorities.</p> <p>31 August is the deadline for commitment to the MOU. Regional priorities are to be agreed by 30 September. It was noted that it will be difficult to agree regional priorities in this timeframe. Starting with 3 Waters projects submitted to Crown Infrastructure Partners in April 2020 as ‘shovel-ready projects’ might help with this.</p>	<p>Secretariat: schedule a Zoom meeting of the Canterbury Mayoral Forum following LGNZ Zone 5 discussions on 31 July, to clarify a Canterbury position on the reforms and MOU.</p>

	<p>Concern was expressed about being able to spend allocated funds by 30 June 2021 – and it was noted that work in the first tranche has to be additional to existing work in this year’s Annual Plan. The timing of the reforms is creating significant difficulties for preparation of 2021 Long-term Plans.</p> <p>The focus needs to be on drinking water and wastewater. The Ministry for the Environment is reviewing the National Environmental Standard on Wastewater. We can expect this to be demanding and that it will require immediate action.</p> <p>The Forum discussed consequential impacts of the reforms for local government. Minister Mahuta has heard this concern, expressed admiration for how TLAs have supported communities through COVID and sees a role for local government in supporting community wellbeing. In discussion, the Forum did not consider that there is a realistic prospect, however, of significant devolution of functions (with funding) to local government.</p> <p>There is concern around control and influence over delivery of 3 Waters services, rather than ownership of the assets themselves.</p> <p>The MOU seeks collaborative work towards objectives. How do we engage our communities on this? Elected officials are stewards for the long-term interests of their communities. All were encouraged to take a guardianship and stewardship role.</p> <p>The Mayoral Forum has agreed to take a ‘Canterbury-first’ approach, then see if others want to opt in. The Forum also agreed to look at all options, including the status quo, and has invited others in zone 5 to participate. A sub-group is looking at longer term issues so that when it comes to signing up, councils understand the options and what they will mean. Implications are largely political, also financial. SOLGM/LGNZ are preparing a template report for councils on the decisions they will need to make before 31 August.</p> <p>It was noted that iwi/Māori aspects of these reforms will be very complex.</p> <p>It is possible that other network / infrastructure providers (e.g. electricity service providers) may wish to play a role. DIA does not consider CCOs to be a viable model. What is proposed is some sort of new, stand-alone statutory entity.</p> <p>It was agreed to propose a Mayoral Forum Zoom meeting mid-August to get a shared understanding of approach before the 31 August deadline; e.g. Friday 14 August.</p> <p>The Forum:</p> <ol style="list-style-type: none"> 1. noted the update on the Government’s announcements on its three waters reform programme 2. noted the establishment of the sub-committee from the Canterbury Operations Forum and Canterbury Engineering Managers to undertake a Three Waters review for Canterbury 3. endorsed the breakdown of the financial allocation as agreed at the Canterbury Mayoral Forum on 12 June 2020 	
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	<p>4. agreed to propose a Zoom meeting of the Canterbury Mayoral Forum to discuss next steps on the MOU.</p> <p>It was noted that the review (recommendation 2) needs to be completed by Dec-Jan to support preparation of Long-term Plans.</p>	
7.	<p>Collaborative procurement and shared services</p> <p>Katherine Harbrow attended to present the report.</p> <p>The Forum:</p> <ol style="list-style-type: none"> 1. authorised the Canterbury Finance Managers Group to contract Deloitte to analyse third-party expenditure by Canterbury councils, to inform consideration of collaborative procurement and shared services opportunities 2. agreed to fund this contract to a maximum of \$34,000 from the regional forums budget. 	<p>Corporate Forum/Finance Managers Group: proceed to contract Deloitte to analyse third-party expenditure by Canterbury councils</p>
8.	<p>Mayoral Forum's Plan for Canterbury</p> <p>Maree McNeilly provided a verbal update on the Plan for Canterbury consultation process.</p> <p>Mayor Sam Broughton has presented the draft plan to a number of councils and will present to several more this week. Feedback so far has been positive.</p> <p>Letters inviting feedback have been sent to priority stakeholders – no feedback has been received as yet.</p> <p>Mayors were each to meet with their own rūnanga. In discussion it was clarified that this is a local government document, the Mayoral Forum's Plan for Canterbury, that summarises Mayoral Forum interests and priorities as a basis for conversation, collaboration and partnership with Ngāi Tahu and key stakeholders.</p> <p>Mayor Sam Broughton has written to Lisa Tumahai with two options for engagement with the Mayoral Forum going forward – either the 10 papatipu rūnanga of Canterbury identify two members to attend and participate in Mayoral Forum meetings, or we create opportunities say twice each year for the chairs of the 10 papatipu rūnanga to meet with Canterbury's mayors.</p>	<p>Secretariat: convey recommendation from the CEs Forum to clearly identify the Plan as the Mayoral Forum's Plan for Canterbury</p>
9.	<p>3-year work programme</p> <p>It was noted that the climate change risk assessment needs to be added to the work programme.</p> <p>The Forum agreed to approve the updated 3-year work programme 2020-2022, with the addition of the climate change regional risk assessment.</p>	<p>Secretariat: add climate change risk assessment to work programme</p>

10.	<p>Review of terms of reference, regional forums</p> <p>The Forum:</p> <ol style="list-style-type: none"> 1. noted that the Chief Executives Forum agreed in its three-year work programme to review terms of reference for regional forums by September 2020 2. approved the proposed terms of reference for the Canterbury Chief Executives Forum 3. approved the revised terms of reference for the Canterbury Policy Forum, Canterbury Operations Forum and Canterbury Corporate Forum 4. agreed to postpone decisions about dis-establishing or revising terms of reference for the Canterbury Drinking Water Reference Group and formalising terms of reference for regional and/or interregional working groups on 3 Waters until the meeting on 2 November 2020. 	
11.	<p>Regional forums budget 2020/21</p> <p>Maree McNeilly spoke to the paper, noting that the regional forums had a surplus of \$52k at end of last year. The regional climate change risk assessment is not included in the budget as this will be funded separately.</p> <p>The Forum:</p> <ol style="list-style-type: none"> 1. approved the regional forums 2019/20 income and expenditure report 2. approved the regional forums 2020/21 budget 3. noted that the levy proposed for each member council to fund the 2020/2021 budget remains the same as for 2019/20. 	<p>Secretariat: arrange for ECan to invoice member councils</p>
12.	<p>Regional forums report</p> <p>The report was taken as read.</p> <p>The Forum agreed to receive the report on regional forum meetings between May and July 2020.</p>	
13.	<p>Regional COVID recovery oversight</p> <p>Jim Palmer gave a verbal update. A Canterbury COVID-19 Oversight Group has been established, co-chaired by Ben Clark, Canterbury regional public service lead, and Jim Palmer. Membership includes the Ministry of Social Development, Te Puni Kōkiri, Te Rūnanga o Ngāi Tahu, the CDHB, ChristchurchNZ, the Canterbury Employers' Chamber of Commerce and the Christchurch City Council. The group will meet as needed, currently monthly, to monitor needs and opportunities as they emerge and provide a point of contact for central government. This aligns with the work of the interim Regional Skills Leadership Group that Jim also co-chairs.</p> <p>It was noted that Christchurch has no visibility of the number of people in managed isolation in the city, would be useful to have quantum to understand risk of escapees.</p>	<p>Jim Palmer: communicate request for information about the number of people in managed isolation to the oversight group and central government.</p>
14.	<p>Draft agenda, Mayoral Forum 4 September 2020</p> <p>The Forum reviewed arrangements for Mayoral Forum meetings 3-4 September.</p>	

<p>15.</p>	<p>General business</p> <p>15.1. Remuneration review intentions Chief Executives discussed intentions across Canterbury councils.</p> <p>15.2 Infrastructure Commission expectations The Infrastructure Commission is currently surveying extensively – concern was expressed at the level of response / engagement possible given other things happening currently.</p> <p>15.3 Amendments to Building Act, fast-tracking for simple buildings While changes were initially met with optimism, they are not without complexity. It was agreed to ask the building managers regulatory group to facilitate information sharing.</p> <p>10.4 David Bromell’s last meeting The Forum acknowledged David Bromell’s significant contribution to the work of regional forums, as this was his final meeting with the Chief Executives Forum.</p>	<p>Hamish Dobbie/Operations Forum: request Building Managers Regulatory Group to facilitate information sharing on amendments to the Building Act</p>
<p>16.</p>	<p>Meeting close Members were thanked for their attendance and contribution. The meeting closed at 12.23 pm. Next meeting will take place on Monday 2 November, 9:00 am.</p>	

Date: 2 November 2020

Presented by: Hamish Dobbie, Chair Three Waters Advisory Group

Three Waters

Purpose

1. This paper updates the Chief Executives Forum on the current status of the Three Waters service delivery review.

Recommendations

That the Canterbury Chief Executives Forum:

1. receive the report on the update of the Three Waters service delivery review
2. note the next steps in the Three Waters service delivery review.

Mayoral Forum's Plan for Canterbury 2020-2022

2. This report relates to the priority issue of Three Waters services.

Background

3. On 14th August 2020, the Mayoral Forum authorised the Three Waters Steering Group to approve the scope of works for the review of the Three Waters service delivery options for Canterbury.
4. The Request for Proposal (RFP) was approved by the Steering Group at its meeting on 5 October and was uploaded to GETS later that same day.

Information Requirements

5. The objective of the RFP is not to undertake a detailed stocktake but to gather sufficient information to inform an options evaluation and provide a solid basis of evidence for councils to discuss the reforms with the Crown.
6. The Project Manager has met with the Canterbury Engineering Managers to discuss currency and availability of information. As a minimum, councils are to provide 2018/28 approved documents (Infrastructure Strategies, Asset Management Plans and Long-Term Plans) as the baseline. There is a preference for councils to also provide draft 2021/2031 documents, albeit they may not yet be approved by councils, but tagged with

appropriate caveats. A data room has been established for councils to upload information.

Tender Evaluation

7. Tenders close on 2 November 2020. The tender evaluation team comprises Rob Kerr (Three Waters Project Manager), Tim Harty (General Manager Operations, Mackenzie District), Jeff Millward (Manager Finance and Business Support, Waimakariri), Gerard Cleary (Manager Utilities and Roading, Waimakariri), Helen Beaumont (Head Three Waters and Waste, Christchurch), Jessica Nandu-Templeton (Ngāi Tahu), Kerry Weir (Procurement and Contract Management Specialist, Environment Canterbury).

Approval of Consultant

8. Following the tender evaluation process, a report will be taken to the 27 November Mayoral Forum seeking approval for the appointment of the consultant to undertake the Three Waters service delivery review.

Canterbury Chief Executives Forum

Item 6

Date: 2 November 2020

Presented by: Bede Carran, Chair, Canterbury Corporate Forum

Stocktake of IT platforms, apps and procurement cycles

Purpose

1. This report seeks Chief Executives' support to progress collaborative procurement and shared services across two areas (web and print services) of the IT domains for Canterbury Councils.

Recommendations

That the Canterbury Chief Executives:

1. ***This paragraph is withheld under the Local Government Official Information and Meetings Act 1987 s7(2).***
2. **support providing standardised training across the region to all webmasters and content approvers (with each council to bear its own costs)**
3. **support the Corporate Forum investigating a combined Print Services contract for procurement, which includes moving away from paper-based processes to more digital ways of working, reducing our impact on the environment by cutting back on paper usage and reducing our carbon footprints.**

Background

- 2 The Canterbury Corporate Forum working with the CIO forum has identified two key areas (Print and Web Services) where councils can work together to provide more resilient standardised processes across the region and reduce costs through joint procurement.

Web services

- 3 A stocktake of application usage was initiated across the councils and a comparison of application usage was compiled, which identified similar applications. In respect of Web Services, it was identified that five councils are using the same website product [*withheld under the Local Government Official Information and Meetings Act 1987 s7(2)*], although all are in separate contracts and at different stages of renewal.
- 4 If each council procured and used the same website application, each would be able to provide support for other councils in:

- (i) Civil Defence emergencies where information updates to the local councils' websites could be completed/uploaded by the other local councils' staff, freeing key staff to assist in other areas.
- (ii) training costs reduced by utilising the Train the Trainer approach, identifying local champions to train other staff
- (iii) provide cover when recruiting staff
- (iv) shared service approach, where one authority can assist in the up keep of the other councils' website.

Print services

- 5 For print services four councils use *[withheld under the Local Government Official Information and Meetings Act 1987 s7(2)]*, and as with the web services each council is in separate contracts and at different stages of renewal. Through a joint procurement project each council could lower their costs by being able to use part of the combined assigned total volume package and not incurring additional costs when either reducing or increasing print volumes. We note that joint procurement will need to be looked at in conjunction with the offerings under the All of Government Contracts. For councils that are not currently with Ricoh, when their print service supply contracts come up for renewal it provides an additional option with the benefit of being part of a joint procurement.
- 6 One of the potentially most significant opportunities that collaboration presents is accessing new print technologies and processes on a more seamless basis and rolling these out across all councils. While joint procurement will enable councils to access the best price point there is also the opportunity to access new technologies and innovation where scale is important in making a difference.

Cost, compliance and communication

7. It is anticipated that each council would bear its own costs of migrating to *[withheld under the Local Government Official Information and Meetings Act 1987 s7(2)]* and the cost will be dependent on the change required.
8. In respect of joint procurement for print services, at this point it is investigation only and the resource required is time from councils' IT teams and work by the CIO Forum in conjunction with the Corporate Forum.

Risk assessment and legal compliance

9. Councils not already on the *[withheld under the Local Government Official Information and Meetings Act 1987 s7(2)]* framework will need to look at whether there are contractual arrangements with existing web service providers and the existing information and how readily it can be exported into the *[withheld under the Local Government Official Information and Meetings Act 1987 s7(2)]* framework.

10. Similarly for print services councils will need to look at the timeframes of exiting their existing print service contracts and be part of a joint procurement arrangement.

Next steps

11. Councils, not on the *[withheld under the Local Government Official Information and Meetings Act 1987 s7(2)]* framework, to review their individual contractual arrangements in preparation for moving web services to *[withheld under the Local Government Official Information and Meetings Act 1987 s7(2)]*.
12. Canterbury Information Officers group to investigate a combined Print Services contract for procurement, and report findings to the Corporate Forum, with an update to be provided be provided at the first Chief Executive's Forum in 2021.

Date: 2 November 2020

Presented by: Bede Carran, Chair, Canterbury Corporate Forum

Short-term working party on the impacts of flexible working

Purpose

1. This paper proposes a short-term working party of human resource (HR) managers to provide analysis and advice on the impacts of flexible working on Canterbury councils during and since the Covid-19 lockdowns.

Recommendations

That the Canterbury Chief Executives Forum:

1. **establish a short-term working party of HR managers to assess the impacts of flexible working during and since the Covid-19 lockdowns**
2. **approve the attached terms of reference.**

Background

2. On 14 September 2020, the Corporate Forum received a report from Canterbury Records Information Managers (CRIMS) on information management requirements for remote/flexible working. In discussion, the Forum identified a need for analysis and advice on the impacts of flexible working on HR management during and since the Covid-19 lockdowns.
3. The following working groups currently report to the Corporate Forum: Canterbury Finance Managers Group (which liaises with the Rating Officers Group), Chief Information Officers Group, Canterbury Public Records Act Executive Sponsors and Canterbury Records Information Managers. The Health and Safety Advisors Group reports to the Operations Forum.
4. HR managers in Canterbury councils do not currently meet or report to the Corporate Forum. The Forum proposes establishing a short-term working party in the first instance. If this adds value, HR managers may subsequently wish to form a regional working group reporting to the Corporate Forum. This potential group would also be considered in the review of regional working groups (Agenda item 13).

Flexible working and its impacts

5. During the Covid-19 lockdown alert levels 3 and 4, councils rapidly mobilised to enable staff to work from home. Some staff enjoyed this and have sought to formalise flexible working arrangements on an ongoing basis; other staff have expressed a clear preference to work from council premises.
6. Questions raised in discussion at the Corporate Forum included:
 - what percentage of council staff are continuing to work from home, and for what proportion of their time?
 - what are the demographics and council roles of people who thrive on working from home, and those who don't?
 - what policies and processes are councils using to formalise flexible working arrangements?
 - what impact did working from home during alert levels 3 and 4 have on productivity? Were staff more productive, or did they just work longer hours?
 - what impacts are we seeing from flexible working arrangements in alert levels 1 and 2 on:
 - measurable productivity and performance management (and what tools are councils using to monitor and manage this)?
 - team cohesion and functioning?
 - health and safety at work, and uptake of sick leave and employee-assistance programmes in 2020 compared to previous years?
 - employee feedback on work-life balance (working from home, or living at work)?
 - building occupancy, IT and other business support?
 - records management?
 - transport and patronage of CBD cafes/businesses.
7. Answers to these questions, and any other relevant information, would be sought, considered and analysed by the working party, and findings and advice provided to the Corporate Forum.
8. Draft terms of reference for a short-term working party are attached for approval.

Next steps

9. If the Forum agrees, I will follow up with an email to each chief executive seeking nominations of working party members.
10. It is likely to take some time for the working party to gather and analyse the sorts of information we are looking for. I will ask the working party to provide a progress report

to the first meeting of the Corporate Forum in 2021, with a final report by 30 June for the Chief Executives Forum meeting in July 2021.

Attachments

- Draft terms of reference, short-term working party on flexible working impacts.

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

Purpose

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

Membership and operation

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

Work programme

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

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

Reporting timeframes

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

Canterbury Chief Executives Forum Item 8

Date: 2 November 2020

Presented by: Bede Carran

Analysis to inform consideration of collaborative procurement

Purpose

1. This report provides an update from the 2 July 2020 Chief Executives Forum agreement to engage Deloitte to analyse third-party expenditure by Canterbury councils, to help identify and consider opportunities for collaborative procurement and shared services.

Recommendations

That the Canterbury Chief Executives Forum:

1. **Receive the attached report from Deloitte**
2. **Authorise the Canterbury Finance Managers Group to scope the next phase of work.**

Background

2. A Corporate Forum action on the three-year work programme is to develop a proposal for a joined-up procurement system/service for Canterbury councils. This work has been assigned to the Canterbury Finance Managers Group (CFMG).
3. Our objective is to deliver the same or better levels of service consistently across the region, for less cost. The project has high priority as councils seek to constrain rates increases during the Covid-related economic recession.
4. At the 2 July CE Forum a proposal from Deloitte was approved, and funding of \$34k was provided from the Mayoral Forum budget.
5. Note that some Councils did not provide the correct specification of data either due to workloads or their focus on local procurement policies. This does not preclude these councils from being involved in the next phase of proposed work.
6. This review was based on information supplied by eight participating Councils.

Findings - Opportunities

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

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: <ol style="list-style-type: none"> 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 <p>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.</p>
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.
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.
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.
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	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. The policy should include but not be limited to, the following; <ul style="list-style-type: none"> • Governance; • Procurement roles and responsibilities; • Stakeholder engagement; • Procurement process; • Contract management; • Supplier management; • Supplier evaluation / preferred suppliers;

	<ul style="list-style-type: none"> • Planning and performance measurement; • Spend category management; 	<ul style="list-style-type: none"> • 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).	

Financial implications

- It is expected that the full Deloitte \$34k purchase order will be invoiced.

Risk assessment and legal compliance

- This initial investigation did not commit any member council to anything. It simply provides us with data and analysis to inform our subsequent identification of options for detailed investigation and consideration.

Next steps

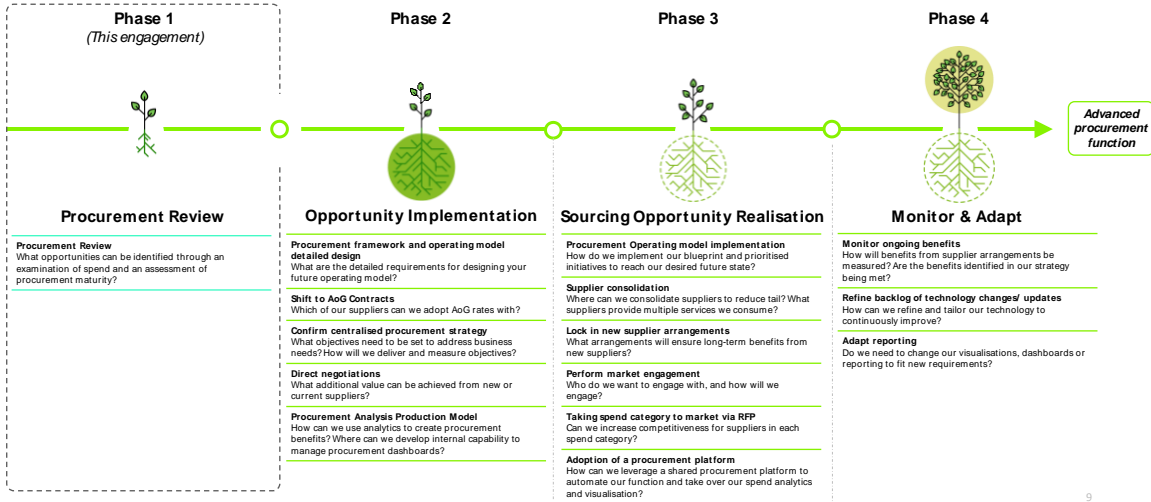
- This initial procurement review sits at the beginning of a much longer process towards improving procurement capability across the councils and realising a full suite of cost savings through centralised and standardised sourcing activities.
- Deloitte has suggested the following options for next steps.

Next Steps	Option	Description	Time Implication	Financial Implication
1. Councils to complete categorisation effort to derive additional spend initiatives	Option 1	Undertake a categorisation exercise on spend data across the councils, to meet AoG standards or to an agreed consistent level of granularity. Then conduct a rapid spend review identifying strategic quick wins for cost reduction.	High	Low-Medium
	Option 2	Engage Deloitte to undertake categorisation of the 8 councils spend data, then conduct a rapid spend review identifying strategic quick wins for cost reduction.	Medium	High
2. Detailed procurement policy review and development of procurement policy	Option 1	Conduct a detailed procurement policy review across each council and design a procurement policy for each council.	Medium-High	Medium- High
	Option 2	Conduct a detailed procurement policy review across each council and design a centralised procurement policy for councils who wish to participate.	Medium	Medium
3. Development of Procurement Strategy	Option 1	Design procurement strategies for each participating council incorporating recommendations from the initial review and others identified during design.	Medium-High	Medium- High
	Option 2	Design a centralised procurement strategy for the 8 councils with some specificity of objectives tailored to participating councils and incorporating recommendations from the initial review and others identified during design.	Medium	Medium

12. Included below is an overview of the proposed procurement journey for Canterbury Councils including a set of activities that could be undertaken to realise cost savings and improve procurement effectiveness. These have the opportunity to be investigated and scoped into additional work packages if required.

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.



Attachments

- Deloitte Canterbury Council Procurement Review dated 21 October 2020

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Executive Summary

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

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.

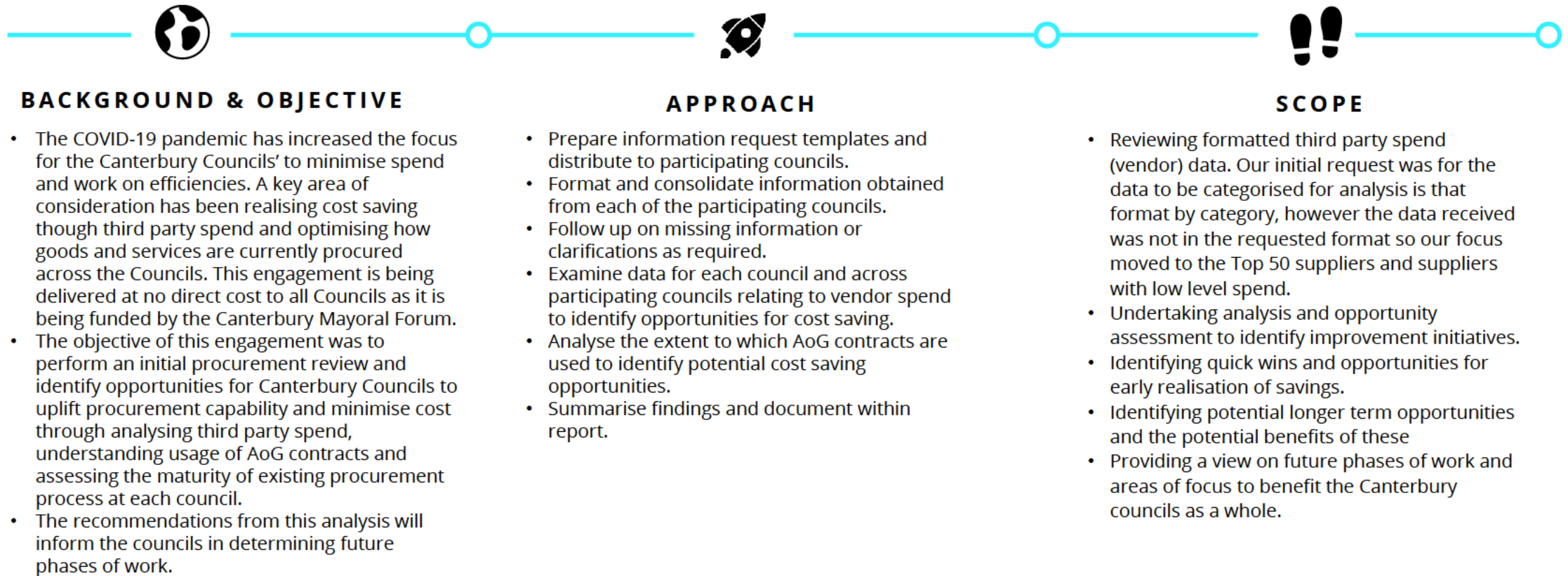
Medium to long term

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.

Participating Canterbury Councils

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

Council

Christchurch City Council

Environment Canterbury

Hurunui District Council

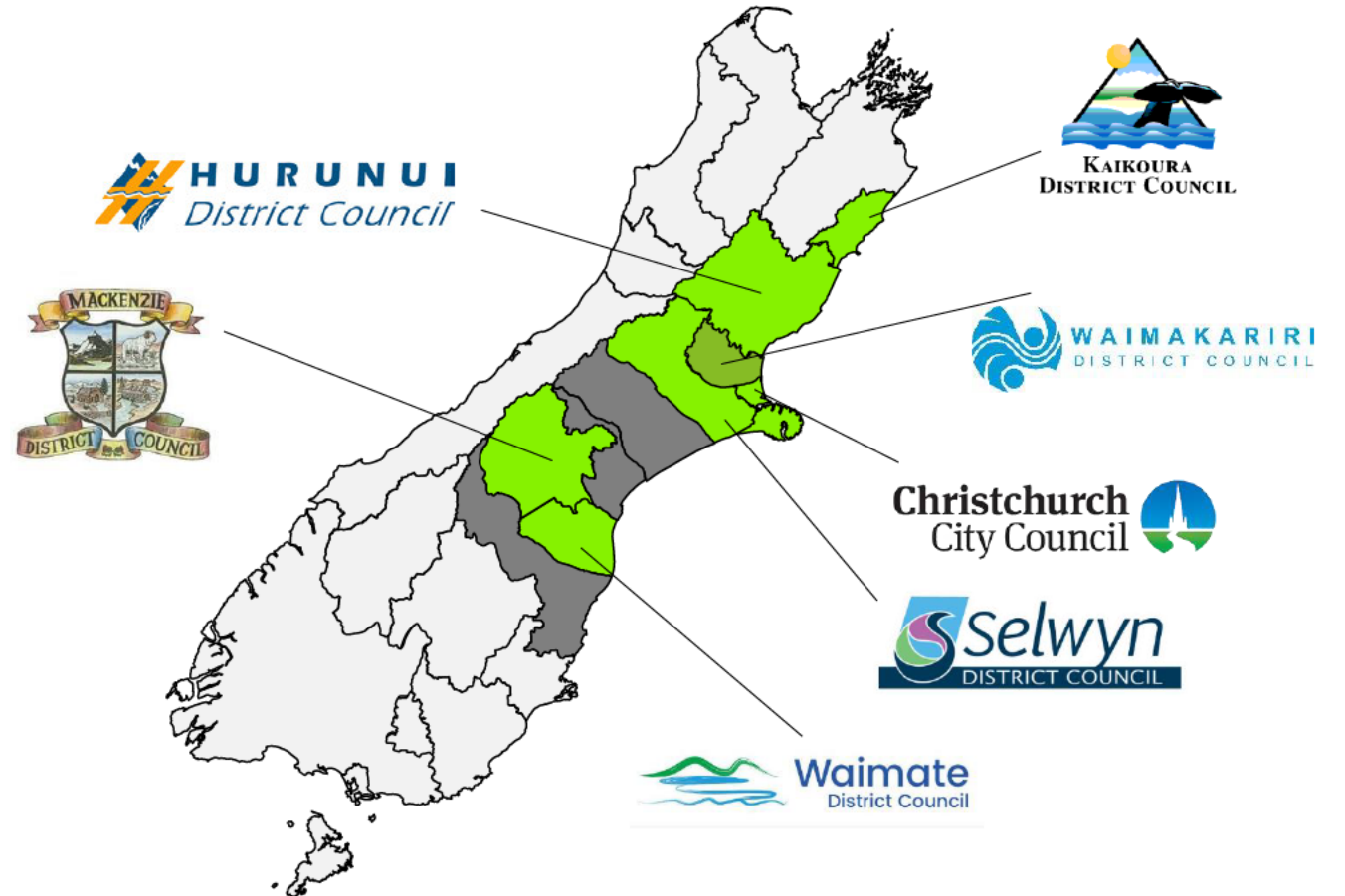
Kaikoura District Council

Mackenzie District Council

Selwyn District Council

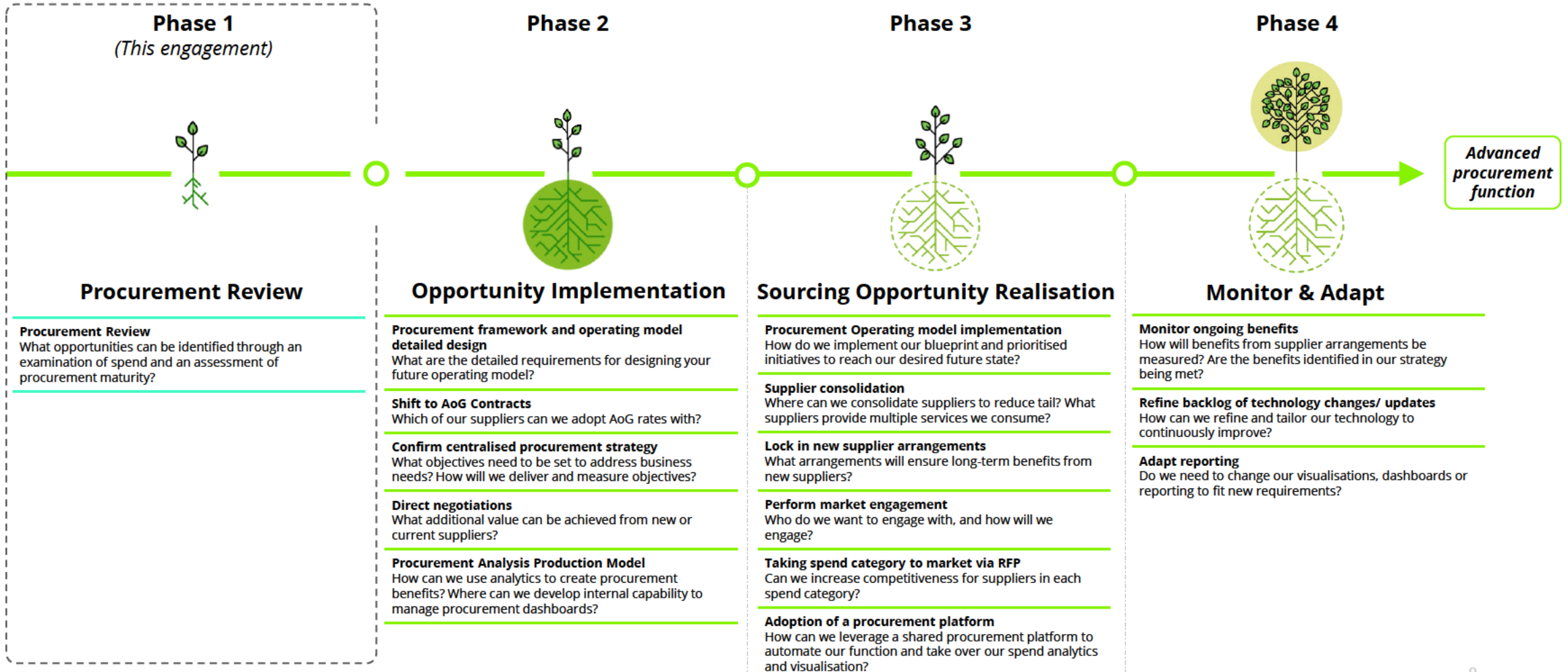
Waimakariri District Council

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 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:

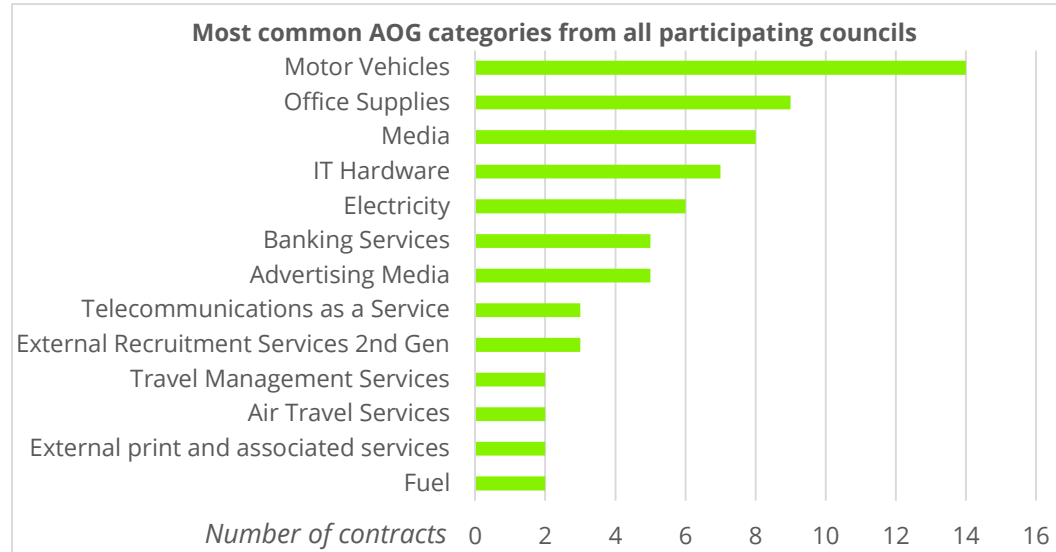
When purchasing from vendors or AoG contracts, Councils still need to consider the broader outcomes that are set out the Govt Procurement Charter. These may exist as job creation in the district, cost saving, lowering carbon emissions. These considerations will have an impact on whether the use of AoG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

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

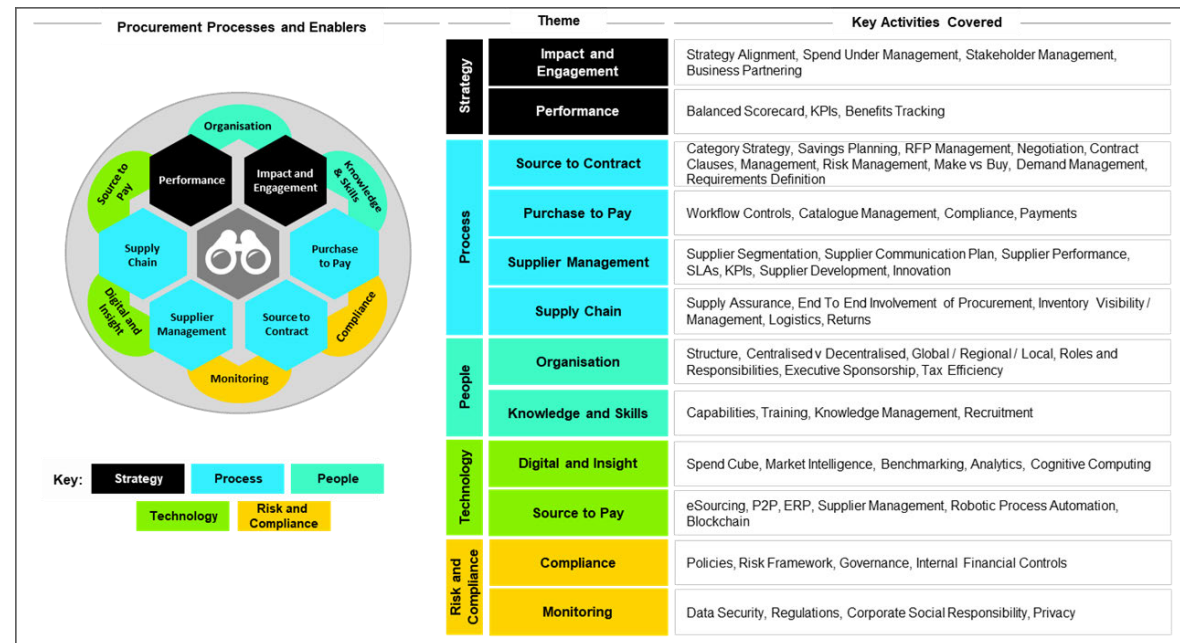
Deloitte’s procurement maturity assessment uses our 20:20 procurement framework (set out in the diagram below) to determine baseline maturity across a number of qualitative metrics. These have been designed through experience from previous client engagements creating a view of leading industry practice.

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:

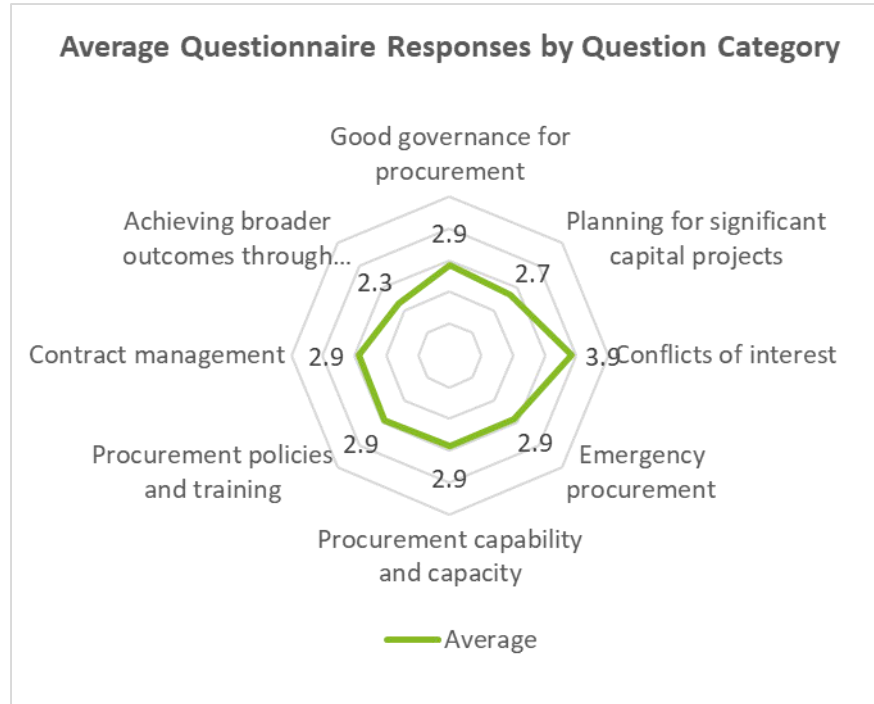
- Good governance for procurement;
- Planning for significant capital projects;
- Conflict of interests;
- Emergency procurement;
- Procurement capability and capacity;
- Procurement policies and training;
- Contract management; and
- Achieving broader outcomes through procurement.



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.

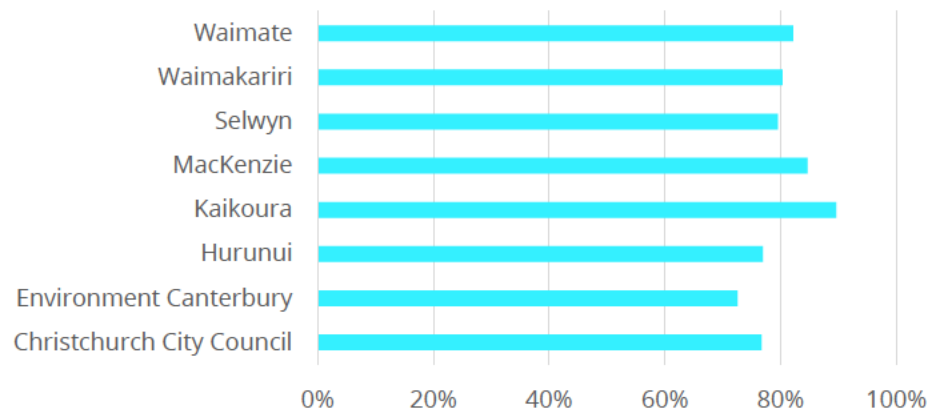
Spend Analysis

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.

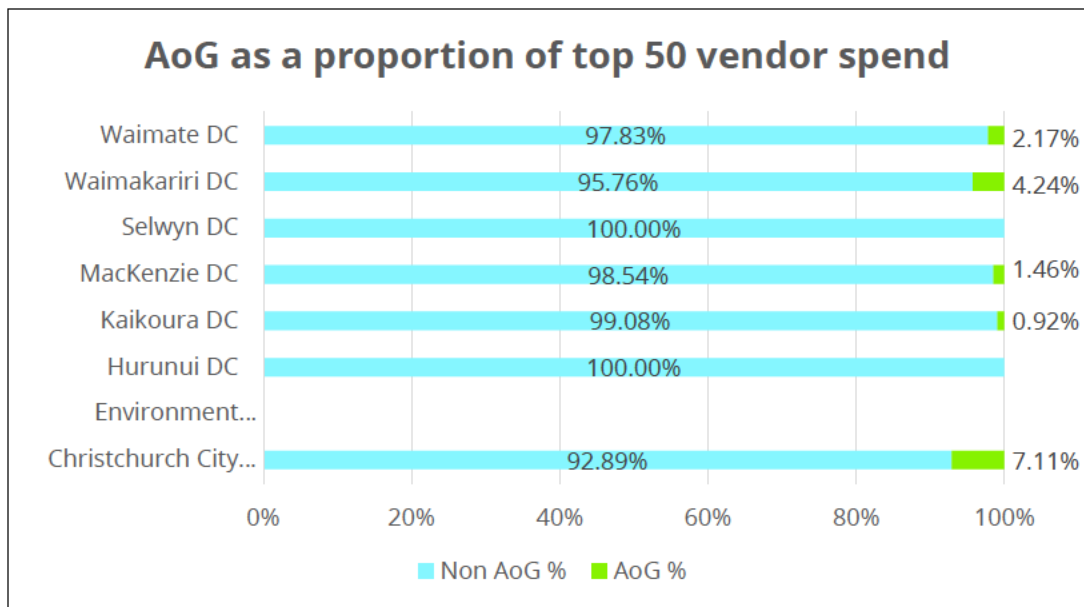
This highlights a significant opportunity to find benefits/cost savings by entering into contracts or agreements with these specific vendors.

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.

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.

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%

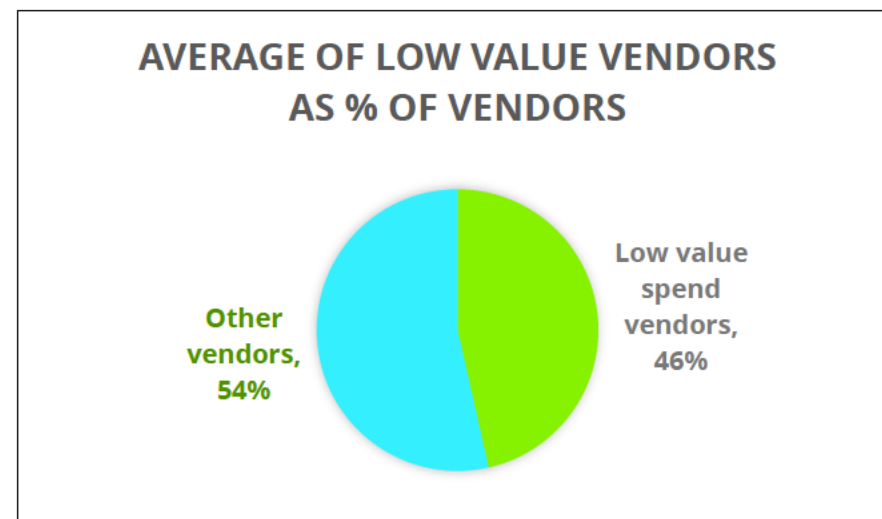
Summary

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)
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Table withheld under the Local Government Official Information and Meetings Act 1987 s7(2).

Appendix 3: AoG contract categories

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

All of Government	ICT Common Capability	Syndicated (continued)
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	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	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
Letter of offer	Syndicated	
Carbon emission reduction programme International air freight	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	
Common Capability		
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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Date: 2 November 2020

Presented by: Maree McNeilly, Secretariat

Draft Communications Strategy

Purpose

1. The purpose of this paper is to present the draft Canterbury Mayoral Forum Communications Strategy 2020-2022.

Recommendations

That the Canterbury Chief Executives Forum:

1. **agree to the submission of the draft Communications Strategy 2020-2022 to the Canterbury Mayoral Forum for its approval.**

Background

2. Following the launch of the *Mayoral Forum's Plan for Canterbury* on 4 September 2020 the secretariat was tasked with preparing a communications strategy to publicise decisions and achievements aligning with the Plan and other Mayoral Forum activities.

Draft Communications Strategy

3. The purpose of the draft Communications Strategy is to clearly articulate when and how the Canterbury Mayoral Forum will promote its leadership, facilitation and advocacy for Canterbury, and to raise interest and awareness of the Mayoral Forum.
4. The strategy is focussed on the actions in the Mayoral Forum's Plan for Canterbury 2020-2022 and responds to other matters of importance and interest to the Canterbury region.
5. The objective of the Mayoral Forum's communications is to promote the work and raise awareness of the forum with central government, Ministers, Members of Parliament, central government officers, local government councillors and staff, ratepayers and members of the public.
6. The draft strategy notes that communications from the Mayoral Forum would require agreement from all members before release. At times members of the Mayoral Forum and their councils will not be of a single mind on a given issue. If there is not collective agreement then communications would likely be handled by individual councils, rather than under the auspices of the Mayoral Forum.

7. In most instances the Chair of the Canterbury Mayoral Forum would front all media communications, however following an agreed release all members of the forum can speak to Mayoral Forum matters through their local channels e.g. local radio, newspapers, Facebook etc.

Attachments

- draft Canterbury Mayoral Forum Communications Strategy.

Communications Strategy 2020-22

Canterbury Mayoral Forum Communications Strategy

Prepared by	Regional Forums Secretariat	31 October 2020
Reviewed by	Canterbury Chief Executives Forum	2 November 2020
Approved by	Canterbury Mayoral Forum	27 November 2020

Version Control

Version	Action	Who	Date
1	draft strategy	Maree McNeilly Secretariat	24 Aug 2020
	review draft strategy	Hayley Lilley, ECan Communications	9 Sep 2020
	additional review	Maree McNeilly Secretariat	30 Sep 2020
	additional review	Hayley Lilley, ECan Communications	8 Oct 2020

Introduction

The Canterbury Mayoral Forum is mandated by the Canterbury Local Authorities' Triennial Agreement¹ and is the primary mechanism for communication, co-ordination and collaboration between councils in New Zealand's largest region. The members of the Mayoral Forum are the mayors of the 10 territorial authorities in Canterbury from Kaikōura to Waitaki, and the chair of the regional council (Environment Canterbury).

The Mayoral Forum provides a mechanism for local authorities in Canterbury to:

- stand together and speak with 'one-strong voice' for Canterbury and its communities
- identify and prioritise issues of mutual concern and foster co-operation, co-ordination and collaboration to address them
- advance regional economic and social development through leadership, facilitation and advocacy
- work together, and with central government and other key sector leaders in Canterbury, to meet the needs and expectations of our communities at the lowest possible cost to ratepayers.

The Canterbury Mayoral Forum launched its Plan for Canterbury 2020-2022 on 4 September 2020. The *Mayoral Forum's Plan for Canterbury 2020-2022* broadens the scope of the Forum's leadership from economic development to sustainable regional development across all four aspects of wellbeing (environmental, economic, social and cultural).

Our vision for Canterbury is **sustainable development with shared prosperity, resilient communities and proud identity.**

The Forum focuses on a small number of priorities it can impact through leadership, enabling partnerships and advocacy. The forum has identified five priorities for this local government term:

- **Sustainable environmental management** of our habitats (land, air, water and ecosystems), focusing on land use and freshwater management.
- **Shared economic prosperity** – through sustainable, value-added primary production, high-value manufacturing, high-value tourism and growing, attracting and retaining a skilled workforce, investment and new businesses.
- **Better freight transport options** – mode shift to optimise movement of long-distance freight by rail and coastal shipping to improve road safety, decrease carbon emissions and reduce wear and tear on the region's roads.
- **Climate change mitigation and adaptation** – reducing our carbon footprint, building community resilience and making our infrastructure as strong as it can be.
- **Three Waters services** – securing safe drinking-water supplies, and ensuring that infrastructure, institutional arrangements and regulation enable the sustainable management of drinking water, wastewater and stormwater in Canterbury.

The Forum meets quarterly and is supported by the Chief Executives, Policy, Corporate and Operations Forums and a number of working groups. The Regional Forum's Secretariat is hosted by Environment Canterbury.

The Forum has no budget and achieves its objectives primarily by facilitating collaboration between councils, and by advocacy to central government. From time to time the Forum has applied for project funding from central government, including a multi-year grant of \$1.45m for its Food, Fibre and Innovation Programme contracted to ChristchurchNZ and the University of Canterbury.

For further information, please contact Maree McNeilly, Mayoral Forum Secretariat, 027 381 8924.

¹ https://canterburymayors.org.nz/wp-content/uploads/CMF-triennial-agreement-2020_signed.pdf

Purpose

The purpose of this communications strategy is to clearly articulate when and how the Canterbury Mayoral Forum will promote its leadership, facilitation and advocacy for Canterbury. We want to raise interest and awareness of the Mayoral Forum and its activity. This may take the form of both proactive and reactive communications. The strategy is focused on the actions in the *Mayoral Forum's Plan for Canterbury 2020-2022*, however also responds to other matters of importance and interest to the Canterbury region.

This communications strategy shows how effective communications can:

- help us to achieve our overall Forum objectives
- engage effectively with stakeholders
- demonstrate success of our work
- ensure people understand what we do
- change behaviour and perceptions where necessary
- gain support for our desired outcomes.

The Canterbury Mayoral Forum is committed to standing together for Canterbury and speaking with one voice to secure the best possible outcomes for our region and its communities. The Forum accepts, however, that its members and their councils will not be of a single mind on every issue. Communications from the Mayoral Forum would require agreement from **all** members before release, if there is not collective agreement on a particular issue then communications would likely be handled by individual councils, not under the auspices of the Mayoral Forum.

Communications Objectives

To promote the work of the Canterbury Mayoral Forum with central government Ministers, Members of Parliament, central government staff, local government councillors and staff, ratepayers, members of the public.

To raise awareness of the Canterbury Mayoral Forum with central government Ministers, Members of Parliament, central government staff, local government councillors and staff, ratepayers, members of the public.

What is in scope?	What is out of scope?
Mayoral Forum's Plan for Canterbury	local TA issues
Canterbury Regional Economic Development Strategy	
Canterbury-wide issues	

Themes behind all communications

- Pride of place: it's all about our connection with Canterbury
- Collective responsibility: we are all in this together
- Action: is being taken and it is making a difference

Canterbury Mayoral Forum audiences

- Ministers
- Members of Parliament
- Canterbury local authority councillors and staff
- Ngāi Tahu and Papatipu Rūnanga
- central government officials
- ratepayers / the public
- tertiary institutions, research institutions
- district health boards
- industry and representative groups
- non-government and community groups.

If we are successful with our communications, our audiences will know who we are, feel well informed and know and understand our position.

Structure of Communications

Audience	who we want to engage with / hear from
Tone	how we want to come across
Language / content	what we want to say based on the level of information already received, relationship with us, and action required
Channel	how we will reach them

Channels of communications

Our primary channel: www.canterburymayors.org.nz is the portal to Canterbury Mayoral Forum information, resources and news. Most communications will lead here.

Secondary channels include direct communication to Ministers, peers, stakeholders; direct engagement e.g. reports, addressed mail, meetings; use of advocates/influencers.

Media

Communication principles

The Canterbury Mayoral Forum's communication will:

- be delivered in a way that is caring, confident and straight talking
- be timely and appropriate to the audience
- be evidence-based and driven by data/measurement of progress

- use channels that reach the intended audience(s) in their place and that represent good value for money
- use creative ways to engage with our audience
- be cognisant of risk to our reputation, but not at the cost of transparency
- be open and invite contribution
- start from a place of mutual respect, open to views of others
- tell the Canterbury story, the here and now situation and what is being done about it.

Media principles

- proactively brief on issues we are aware of
- use in-person media briefings for more complex or higher profile issues
- act to form relationships with media outlets
- provide advice to those responding to media
- correct factually incorrect information reported in the media.

We do not control media channels so we will never use media advisories as a sole communications channel – we will always use our own channels first.

What / When we will communicate

- New study or report e.g. Climate Change Risk Screening interim reports
- Announcement e.g. Mayoral Forum launches its Plan for Canterbury
- Event / Anniversary
- Response to news story
- Response to central government announcements e.g. Three Waters reform

Communications Approach

The following is an overview of the communication tactics for the major stakeholder groups

Media Communications

Approach

The Canterbury Mayoral Forum will comment on those matters that promote the work of the Mayoral Forum and raise awareness of the Mayoral Forum.

Media Protocols

All key communications to be agreed by all members of the Mayoral Forum.

Key communications will be signed off by the Chair, Canterbury Mayoral Forum.

The Chair of the Canterbury Mayoral Forum will front all media communications, in the first instance.

Following an agreed release, all members of the Canterbury Mayoral Forum can speak to Mayoral Forum matters to their local channels e.g. local radio, newspapers, Facebook and so on.

Measurement

A series of robust and meaningful key performance indicators (KPI) need to be developed to measure the success of communications

Quantitative measures could include:

- website hits/profiles
- feedback from key stakeholders/audiences
- correspondence/enquiries received
- media interest/coverage.

DRAFT

Canterbury Chief Executives Forum Item 10

Date: 2 November 2020

Presented by: Jim Palmer, Chair Chief Executives Forum

Approach for Mayoral Forum engagement with incoming Ministers and Members of Parliament

Purpose

1. The purpose of this paper is to seek Chief Executives' agreement on an approach to briefing Members of Parliament (MPs) and incoming Ministers on the Mayoral Forum and its work following the 2020 General Election.

Recommendations

That the Canterbury Chief Executives Forum:

1. **agree the proposed approach for briefing Members of Parliament and incoming Ministers on the Forum and its work following the 2020 election.**

Background

2. Following the General Election result on 17 October it is likely that a new government could be formed within two to three weeks. Official results will be confirmed on 6 November, with the Return of the Writ¹ on 12 November 2020.
3. Communicating with elected Canterbury Members of Parliament (MPs) and incoming Ministers following a general election and formation of a new Government is an opportunity to introduce the Mayoral Forum and its work, highlight regional priorities and build relationships as a basis for future advocacy and joint activity with central government.

Letters to elected Canterbury Members of Parliament

4. Following the return of the Writ it is recommended that the Mayoral Forum write a brief letter to all elected Canterbury MPs:
 - congratulating them on their election

¹ The Governor-general issues the 'writ', which is the formal direction to the Electoral Commission to hold a general election. It officially sets the date for the election to be held, the closing date for candidate nominations and the latest date for the 'return of the writ' with the final election results.

- advising them who the Mayoral Forum is and what it does – and pointing them to the regional forums website for more information
 - outlining key priorities as identified in the *Mayoral Forum's Plan for Canterbury 2020-2022* – and inviting their support for these initiatives.
5. A draft letter for Members of Parliament and/or Canterbury-based List MPs is attached.

Letters to incoming Ministers

6. Given the election result it is likely that Ministerial portfolios will be allocated, and Ministerial Warrants issued relatively promptly after the return of the writ.
7. In the first few weeks following their appointment, Ministers are inundated with 'briefings to incoming Ministers' (BIMs) from government departments, agencies and interest groups. Due to the lateness of the election in the calendar year it is suggested that letters to incoming Ministers be prepared for sending in the New Year to avoid being caught in the pre-Christmas rush.
8. Consistent with the approach taken following the 2017 election it is recommended that, rather than preparing extensive briefings, the Mayoral Forum provide concise letters to relevant Ministers/portfolios:
- environment, including climate change and mitigation
 - economic development and primary industries (Provincial Growth Fund), cc'd to the Minister of Finance
 - tourism
 - transport
 - three waters.
9. An outline of the letters might be:
- congratulations on their appointment
 - advising them who the Mayoral Forum is and what it does – and pointing them to the regional forums' website for further information
 - key *Mayoral Forum's Plan for Canterbury 2020-2022* priorities – and inviting their support for these initiatives
 - identifying key policy areas on which the Forum will want to engage – including reference to government policies.

Timing and next steps

10. The secretariat to draft a form letter to elected Canterbury MPs in consultation with the Chair of the CE Forum and circulate this by email to the Mayoral Forum for approval by 9 November 2020.

11. The secretariat to draft a form letter to incoming Ministers in consultation with the Chair of the CE Forum for consideration and approval at the Mayoral Forum meeting on 27 November 2020, with a view to sending out letters to Ministers early in the 2021 new year.

Attachments

- draft letter to electorate Members of Parliament and/or Christchurch-based list Members of Parliament

13 November 2020

Member of Parliament Name

Member of Parliament for (electorate) **or** List Member of Parliament, **Party
memberofparliament@parliament.govt.nz

Dear Name

[The Canterbury Mayoral Forum congratulates you on winning the ** seat in the recent General election, and looks forward to working with you to advance the interests of the Canterbury region.]

or

[The Canterbury Mayoral Forum congratulates you on securing a parliamentary seat as a Canterbury-based List MP in the recent General Election and looks forward to working with you to advance the interests of the Canterbury region.]

The Mayoral Forum comprises the mayors of the ten territorial authorities in Canterbury and the chair of the regional council. We meet quarterly, and are supported by the Canterbury Chief Executives Forum, a number of other regional forums and working groups, and a permanent secretariat. Our work delivers on the Canterbury local Authorities Triennial Agreement 2020-2022. Further information is available on our website at www.canterburymayors.org.nz.

The Canterbury Mayoral Forum launched its Plan for Canterbury 2020-2022 on 4 September 2020. The Plan for Canterbury builds on our experience of collaborative community governance of the Canterbury Waters Management Strategy,¹ which the Mayoral Forum initiated and continues to oversee, and the Canterbury Regional Economic Development Strategy². Central government has partnered with us through the Provincial Growth Programme to implement the CREDS.

The *Mayoral Forum's Plan for Canterbury 2020-2022*³ broadens the scope of the Forum's leadership from economic development to sustainable regional development across all four aspects of wellbeing (environmental, economic, social and cultural).

Our vision for Canterbury is **sustainable development** with **shared prosperity, resilient communities** and **proud identity**.

¹ [Canterbury Water Management Strategy](#)

² [Canterbury Regional Economic Development Strategy 2017-19](#)

³ [Mayoral Forum's Plan for Canterbury 2020-2022](#)

Mayors standing together for Canterbury.

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

The Forum focuses on a small number of priorities it can impact through leadership, enabling partnerships and advocacy. The forum has identified five priorities for this local government term:

- **Sustainable environmental management** of our habitats (land, air, water and ecosystems), focusing on land use and freshwater management.
- **Shared economic prosperity** – through sustainable, value-added primary production, high-value manufacturing, high-value tourism and growing, attracting and retaining a skilled workforce, investment and new businesses.
- **Better freight transport options** – mode shift to optimise movement of long-distance freight by rail and coastal shipping to improve road safety, decrease carbon emissions and reduce wear and tear on the region's roads.
- **Climate change mitigation and adaptation** – reducing our carbon footprint, building community resilience and making our infrastructure as strong as it can be.
- **Three-Waters services** – securing safe drinking-water supplies, and ensuring that infrastructure, institutional arrangements and regulation enable the sustainable management of drinking water, wastewater and stormwater in Canterbury

As you identify issues, opportunities and common interests, we warmly invite you to make contact with us (a directory follows).

Yours sincerely

Sam Broughton
Mayor, Selwyn District
Chair, Canterbury Mayoral Forum

Canterbury Mayoral Forum directory

Mayor/Chair	Council	Mobile phone	Email
Sam Broughton (Chair)	Selwyn District	027 223 8345	sam.broughton@selwyn.govt.nz
Nigel Bowen (Deputy Chair)	Timaru District	027 662 1111	nigel.bowen@timdc.govt.nz
Jenny Hughey	Environment Canterbury	027 347 8734	councillor.hughey@ecan.govt.nz
Craig Mackle	Kaikōura District	027 439 0399	craig.mackle@kaikoura.govt.nz
Marie Black	Hurunui District	021 206 8185	marie.black@hurunui.govt.nz
Dan Gordon	Waimakariri District	021 906 437	dan.gordon@wmk.govt.nz
Lianne Dalziel	Christchurch City	027 548 0644	lianne.dalziel@ccc.govt.nz
Neil Brown	Ashburton District	027 301 6018	neil.brown@adc.govt.nz
Craig Rowley	Waimate District	027 839 7413	mayorcraigrowley@waimatedc.govt.nz
Graham Smith	Mackenzie District	027 228 5588	mayor@mackenzie.govt.nz
Gary Kircher	Waitaki District	021 463 546	gkircher@waitaki.govt.nz
Secretariat	Maree McNeilly	027 381 8924	secretariat@canterburymayors.org.nz
Website	http://canterburymayors.org.nz		

Canterbury Chief Executives Forum Item 12

Date: 2 November 2020

Presented by: Maree McNeilly

Three-year work programme 2020-2022

Purpose

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

Recommendations

That the Canterbury Chief Executives Forum:

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

Background

2. The three-year work programme has been updated since it was reported to the Chief Executives Forum in July 2020. The updated programme is attached at Appendix 1.
3. These updates reflect actions from the Canterbury Mayoral Forum's Plan for Canterbury and other changes recommended by the Operations Forum, highlighted in the attached work programme.

Financial implications

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

Attachments

- Three-year work programme dated 2 November 2020

Three-year work programme 2020–22

as at 2 November 2020

ITEM #	WHAT	TASK	PLAN FOR CANTERBURY PRIORITY	SPONSOR	LEAD	ACTION	DUE	STATUS	UPDATE
1	Plan for Canterbury	Develop a Plan for Canterbury for the 2020-2022 local government term, to replace the CREDS		Mayoral Forum	CMF / Secretariat		4/09/2020	Complete	Launched 4 September https://canterburymayors.org.nz/wp-content/uploads/2020/09/Plan-for-Canterbury-AUG-2020.pdf
2	Canterbury Water Management Strategy	To continue providing governance oversight and strategic support to the implementation of the Canterbury Water Management Strategy (CWMS)	Sustainable environmental management of our habitats	Mayoral Forum	Jenny Hughey	Request the Regional Committee to work with CWMS partners to re-engage communities and stakeholders on actions undertaken to deliver the CWMS across the region in order to maintain and nurture commitment to the delivery of the CWMS	30/09/2022	On track	Agenda Item 14
		Progress report on joint actions undertaken to deliver the CWMS across Canterbury				30/06/2021	On track	Agenda Item 14	
		CWMS Regional Committee reports on progress towards the 2025 and 2030 goals				1/12/2021	Not started		
3	Build capacity and influence to understand climate impacts, risks and opportunities and incorporate these into regional planning documents and community awareness.	Complete our first regional climate change risk assessment, aligned with the national climate change assessment, and identify critical gaps in our adaptation planning	Climate change mitigation and adaptation	Mayoral Forum	Climate Change Steering Group	Publish the Canterbury Climate Change Risk Assessment following release of the National Climate Change Risk Assessment		Complete	https://canterburymayors.org.nz/climate-change-risk-screening-2020/
		Encourage all Canterbury local authorities to complete carbon footprint assessments, to inform action plans for reductions				Progress Stages 2 and 3 of the Climate Change Risk Assessment	30/06/2021	On track	Agenda Item 4
		Encourage Environment Canterbury to factor climate change mitigation and adaptation into the new Canterbury Regional Policy Statement.				All Canterbury local authorities are encouraged and supported to commission council carbon footprint assessments	31/12/2020	On track	
4	CREDS 2016–2019 continuing work programmes	Mobile and broadband coverage mapping and analysis	Shared economic prosperity	Mayoral Forum	Secretariat		1/03/2020	Delayed	Mobile black spot mapping is underway, field staff gathering data with analysis due October
		Food, Fibre and Innovation				High value manufacturing Value added production		On track	UC nearing completion of industry roadmaps, a successful hackathon hosted online during the lockdown, and several initiatives planned over the next two years to continue to build the industry pipeline, improve productivity and support students into related study pathways
		South Island Destination Management plan						On track	South Island Destination Management plan completed in March, not yet formally launched due to COVID-19 – next steps to seek support from rest of South Island to progress to Stage 2
5	Freshwater Package investments	Advocate with Government for the region’s interests to be addressed in the investment decisions to support the Government’s Freshwater Package	Sustainable environmental management of our habitats	Mayoral Forum		Write to Ministers to advocate for Canterbury’s position		Complete	
						Add to the agenda for the Mayoral Forum visit(s) to Wellington		On track	Visit date TBC following the election
6	Education Forum	Facilitate a forum of key tertiary education and training providers to enable the exchange of ideas and information and support collaboration Advocate for transition of secondary students to further study and training or work	Shared economic prosperity	Mayoral Forum		Forum meets at least twice each year	30/06/2021	On track	
7	Skilled Workforce	Advocate with Government for education and immigration policies that deliver a skilled workforce now and into the future	Shared economic prosperity	Mayoral Forum		Add to the agenda for the Mayoral Forum visit(s) to Wellington	30/11/2020	On track	Visit date TBC following the election

8	Better freight options	Participate on the Canterbury Regional Land Transport Committee	Better freight transport options	Mayoral Forum		Communicate to the RTC the forum's desire that the new RTLP provide a planning and investment framework that results in fewer trucks on the road		Not started	
		Collaborate with South Island chairs of RLTC to drive multi-modal transport planning investment					Not started		
		Advocate with Government for investment in multi-modal transport outcomes, especially moving more long-distance freight by rail					Not started		
9	Review regional forums terms of reference	Three-yearly review of terms of reference for Chief Executives Forum, Policy Forum, Corporate Forum, Operations Forum		CEs Forum	Jim Palmer		30/09/2020	Complete	Completed and approved by the CEs forum on 27 July
10	A consistent Canterbury story	Develop an agreed collective positioning story and investment proposition that we consistently communicate in and for Christchurch and Canterbury		CEs Forum	Jim Palmer	Objective is in mind in relation to the Plan for Canterbury, regional COVID recovery co-ordination and Greater Christchurch 2050		Not started	
11	Three Waters	Build a collaborative response to central government's Three Waters review, including: - build consensus on strategic intent – where we want to get to, in relation to national direction and developments - identify key risks, challenges and barriers - recommend priority actions for CEF consideration	Three Waters services	CEs Forum	Three Waters Project Manager / Secretariat		31/12/2020	On track	Steering Group and Advisory Group established. RFP development well underway for regional review. Agenda Item 5
		Review Three Waters service delivery arrangements across Canterbury					30/06/2021	On track	Agenda Item 5
		Advocate a Three Waters regulatory system that utilises risk-and evidence-based interventions to ensure safe and efficient delivery of water services						Not started	
12	Collaboration on 2021 LTPs	Facilitate collaboration on 2021–31 Long-Term Plans – financial and infrastructure strategies, and strategic direction and community outcomes (the four wellbeings)		Policy Forum	David Ward / CCF		31/03/2020	On track	LTP working group convened by David Ward 15 July 2020
13	Support each other to have a strong regional voice	Support a 'one strong voice for Canterbury' through the shared development of regional submissions and advocacy as requested by the Mayoral Forum and/or Chief Executives Forum on central government regulation and policy		Policy Forum			31/12/2020	Not started	
14	Regional training workshops	Design and deliver two workshops during 2020		Policy Forum	Secretariat	Report template design – with Toni Durham	31/12/2020	Complete	Workshop on report templates at Ashburton
						Use of 2018 Census data – with David Price (Christchurch)		On track	Planning underway for a workshop on November 6
15	Mana Whakahono a Rohe	Share information and develop a common understanding across Canterbury councils of Mana Whakahono a Rohe iwi/rūnanga participation agreements		Policy Forum			31/12/2020	Not started	
16	Review of Canterbury Regional Policy Statement	Facilitate a regional perspective on Environment Canterbury's review of the Canterbury Regional Policy Statement	Climate change mitigation and adaptation	Policy Forum		Encourage Environment Canterbury to factor climate change mitigation and adaptation into the new Canterbury Regional Policy Statement	30/06/2021	Not started	

17	Update Canterbury Biodiversity Strategy	Oversee the review of the Canterbury Biodiversity Strategy 2008 to ensure alignment with the NZ Biodiversity Strategy 2020 and the proposed National Policy Statement on Indigenous Biodiversity	Sustainable environmental management of our habitats	Policy Forum			30/06/2021	On track	Canterbury Biodiversity Strategy update commenced
18	IT systems and digital services	Lead development of a 10-year plan for Canterbury councils to move to a common platform for IT systems and digital services (including valuation and rating functions) and secure cost savings through group licensing procurement, with specific concrete actions to be implemented in each year of the 10-year plan		Corporate Forum	CIOs	Conduct a stocktake of where everyone is at	30/06/2020	Delayed	Delayed by lockdown; for completion and report to CCF Sep 2020 CCF agreed 16 March 2020 that CIOs will conduct a stocktake of Canterbury councils' IT platforms, applications and procurement / licensing cycles and investment intentions to inform planning to move towards a common platform by 2030 Agenda item 6
		Develop a business case (with value proposition and a request for funding) to go to member councils to test and build consensus on a collective vision, commitment and understanding of what it might mean over time for procurement and renewal cycles						30/11/2020	On track
19	Procurement	Develop a proposal for a joined-up procurement system/service for Canterbury councils, including legal services provisioning Develop a proposal for consideration by member councils		Corporate Forum	CFMG	CEs Forum on 27 July agreed for CFMG to contract Deloitte to analyse third-party expenditure by Canterbury councils, to inform collaborative procurement options	30/11/2020	On track	Agenda item 8
20	Carbon footprint assessments	Encourage and facilitate completion of carbon footprint assessments by Canterbury councils	Climate change mitigation and adaptation	Corporate Forum	CCF / TDC co-ordinating		31/12/2020	On track	See Regional Forums update, agenda item 15
21	Road engineering to improve road safety	Engage with other roading agencies to align with best practice in designing and managing road engineering assets		Operations Forum	CEMG		31/12/2020	Cancelled	Councils have submitted their draft business cases for the 2021 NLTP Assessment, cognisant of the recent release of the Government Policy Statement on Land Transport, the Strategic Priority on Road Safety and the Road to Zero Initiative. All TAs use appropriate internal and external professional road designers, generally use Austroads design guides and undertake post construction audits as best practice (Agenda Item 15)
22	Implementing new Water Safety Plan format	Share advice and lessons between drinking water suppliers from implementing the new Water Safety Plan to improve compliance across the region		Operations Forum	DWRG			Not started	COF agreed 16 March 2020 to share advice and lessons learned in implementing drinking water safety plans, and draw on the Drinking Water Reference Group for technical input
23	Shared approach to managing infrastructure	Develop a shared approach aligned to best practice for adaptation to climate change in 30-year Infrastructure Plans		Operations Forum	CEMG		31/12/2020	Cancelled	COF agreed 16 March 2020 to action this. Most councils are building on previous editions of their infrastructure strategies and there was no enthusiasm for a Canterbury wide template. Shared climate change adaptation approach likely to be driven from the Climate Change Steering and Working groups. (Agenda Item 15)

Key to acronyms

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

Canterbury Chief Executives Forum Item 13

Date: 2 November 2020

Presented by: David Ward, Chair Policy Forum

Review of regional working groups

Purpose

1. This paper provides an overview of the regional forums and working groups that sit under the Canterbury Mayoral Forum and sets out a process for reviewing the various groups, along with next steps.

Recommendations

That the Canterbury Chief Executives Forum:

1. **receive the preliminary report on the review of the regional forums and working groups**
2. **request the secretariat complete the review and report back to the Chief Executives Forum's first meeting in 2021.**

Background

2. The Regional Forums Secretariat has been asked to review the various forums and working groups (groups) that sit under the Canterbury Mayoral Forum. The purpose of the review is to initially identify the groups, their purpose, roles and responsibilities, membership, and secondly to explore ways of improving the efficacy of the groups with a view to ensuring that time in meetings is used well and that the groups deliver what is intended as outlined in their terms of reference.

Regional Forums and Working Groups

3. The Canterbury Regional Forums and Working Groups structure is attached. Alongside the Mayoral Forum and Chief Executives Forum there are twenty other groups. This review is not considering the Mayoral or Chief Executives Forums as these are mandated by the Triennial agreement, nor the Three Waters Steering and Advisory Groups, as these two groups have been established for a specific project.
4. All working groups except the Climate Change Working Group report through to either the Policy, Corporate or Operations Forums. The three main forums then report through to the Chief Executives Forum which in turn reports to the Mayoral Forum.

5. The Climate Change Working Group reports to the Climate Change Steering Group, which reports directly to the Mayoral Forum.
6. There are 202 members of the 17 groups, of which 56 members are on two or more than groups. With the exception of the Long-Term Plan working group, which meets three times every three years, most groups meet quarterly.
7. Since March 2020 meetings are usually held via Zoom. The Policy, Operations and Corporate forums have all agreed to meet at least once a year in person (nominally the first meeting of the year) with other meetings to be held by Zoom.

Review Process

8. Following the request to undertake the review, the secretariat has collated the information on the groups which includes the name of the group, membership, terms of reference (if available) and purpose.
9. The secretariat has developed a questionnaire which will be sent to all group members. The survey has a variety of scale questions (strongly agree through to strongly disagree) on matters such as the groups effectiveness, whether it helps members to do their jobs, and whether there is the right level of representation across Canterbury councils on the group. There are three free-text questions on the groups' benefits, effectiveness in relation to the groups' purpose, and what could be improved about the group. A copy of the survey questions is attached.
10. Surveys will be sent to all group members. A verbal update will be provided at the CE Forum on progress to date.
11. Surveys will be sent to all Chief Executives seeking responses specifically related to the Policy, Corporate and Operations Forums.
12. Following receipt of responses, the secretariat will collate and analyse the responses.
13. The secretariat will report back to the first Chief Executives Forum meeting in 2021 with the results of the survey, an analysis of the responses, and recommendations for regional forums and working groups.

Next steps

3 November 2020	Survey closes
31 January 2021	Analysis complete
First CE Forum meeting 2021	Report back with recommendations

Attachments

- Canterbury Regional Forums and Working Groups - October 2020
- Canterbury Regional Forum group review survey questions

Canterbury Regional Forums and Working Groups

October 2020



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

Intro page

Canterbury Chief Executives Forum group review

The Regional Forums Secretariat has been asked to review the various groups and forums that sit under the Chief Executives Forum and explore ways of improving the efficacy of them. The aim is to ensure that your time in meetings is used well and that the groups deliver what they're intended as outlined in their Terms of Reference.

To support this we're asking members of these groups to complete a quick survey to let us know what they think of the group(s) they attend.

The survey will ask if you attend each of these groups, and if you answer yes will ask a few questions to find out what you think of the group. There are 17 groups in all but you'll only be asked to comment on the ones you attend.

Do you work for Christchurch City Council, Selwyn District Council or Waimakariri District Council (Greater Christchurch Partnership members)? *[question intends to differentiate between larger and smaller councils without removing anonymity]*

Yes / No

Do you attend the [group name]? *[question shown for each group]*

Yes / No

Group page [shown for each group the respondent answers 'Yes' to the attendance question]

[Group name]

[Group purpose]

1. **Which of the following do you agree with when you think of [group name]? [scale with strongly agree, agree, neutral, disagree, strongly disagree]**
 - It helps me do my job
 - It helps me share information with others in similar roles
 - It helps councils share information and reduce repetition of effort

 - Members provide the right level of representation across Canterbury councils
 - Members prioritise the group and make the time to attend
 - This work could be done by another group
 - It's unnecessary or no longer needed
 - There are clear and tangible outcomes and actions from our work

2. **What do you consider the benefits of the [group name] to be? What has it achieved?**

3. **How effective do you think the [group name] is, taking into consideration the group's purpose at the top of the page?**

4. **What do you think could be improved about [group name]?**

5. **Do you have any other comments?**

If you have any questions around this review or further comments around the groups please email secretariat@canterburymayors.org.nz.

Groups

Canterbury Chief Information Officers

Canterbury Climate Change Working Group

Canterbury Corporate Forum

Canterbury Drinking Water Reference Group

Canterbury Engineering Managers Group

Canterbury Finance Managers

Canterbury Health and Safety Working Group

Canterbury Long Term Plan Working Group

Canterbury Natural Hazards

Canterbury Operations Forum

Canterbury Planning Managers Group

Canterbury Policy Forum

Canterbury Public Records Act Executive Sponsors (CPRAES)

Canterbury Rating Officer's Group

Canterbury Records Information Management Group (CRIMS)

Canterbury Regulatory Managers Group

Canterbury Stormwater Forum

Purpose blurbs (included at the top of the question page for the group)

Canterbury Corporate Forum

The purpose of the Forum is to:

- a. align corporate working groups' work programmes with the priorities and work programme of the Canterbury Chief Executives Forum
- b. improve consistency, collaboration and value for money in the provision of local services by Canterbury councils.

Canterbury Policy Forum

The purpose of the Forum is to:

1. align the work programmes of strategy, policy and planning working groups with the priorities and work programme of the Canterbury Chief Executives Forum
2. provide analysis and advice to support the Canterbury Mayoral Forum's advocacy on issues affecting Canterbury
3. reduce duplication of policy effort and support smaller councils when assessing national and regional policy initiatives
4. facilitate communication and engagement with Ngāi Tahu on strategy and policy
5. Build local government policy capability in Canterbury

Canterbury Operations Forum

The purpose of the Forum is to:

- a. align operational working groups' work programmes with the priorities and work programme of the Canterbury Chief Executives Forum
- b. improve consistency, collaboration and value for money in the provision of local services by Canterbury councils.

Climate Change Working Group

The purpose of the Working Group is to develop a shared understanding of the likely implications of climate change for the region, and strategies to manage the associated threats and opportunities. The working group will also support the provision of consistent information and advice to the community.

Matters subject to the Working Group's consideration include:

- sharing resources and learning
- reinforcing networks and connections in the Climate Change space, and incorporating and adding to existing local, regional, and national work on climate change

- reaching common ground and having a common understanding of climate change science
- establishing regional perspectives on the implications of climate change
- alignment in policy, approach and communications across the region
- collective advocacy to Central Government and others
- identifying and addressing emerging threats and opportunities.

Canterbury Planning Managers Group

The purpose is to:

- provide support for a strong local government 'voice' on planning-related issues affecting Canterbury through the Canterbury Policy Forum
- reduce duplication of planning effort and, as a result, work more effectively and efficiently together
- provide support to Canterbury councils when assessing national and regional planning initiatives
- practice working together in ways that support innovation, collaboration and joint initiatives.

The Group, because of its membership, will naturally have a focus on the larger strategic planning issues facing the region in light of ongoing government policy development and matters of regional significance affecting local government and communities.

Matters subject to the Group's consideration will include:

- implementation of joint planning initiatives, agreed by the Mayoral, Chief Executives and/or Canterbury Policy Forum, with a specific focus on national *Resource Management Act* initiatives and announcements:
 - providing analysis and jointly prepared submissions, where appropriate, and having regard to national policy development, such as via LGNZ, SOLGM, and NZPI.
- regional opportunities/initiatives in the planning sphere.

Natural Hazards

The purpose of the group is to look at ways of managing natural hazards in Canterbury in a collaborative way. The Group approach is:

- (a) communication with people
- (b) science behind managing natural hazards
- (c) roles and responsibilities
- (d) collaboration and coordination between councils.

Canterbury Drinking Water Reference Group

In light of the Government Inquiry into Havelock North Drink Water, the CEs Forum sought to have a short-life Canterbury Drinking Water Reference Group to report on the vulnerability of drinking water supplies in Canterbury, noting contingency plans and recommending any amendments to current practice as a result of the Inquiry recommendations.

Canterbury Regulatory Managers Group

Purpose: to collaborate, share knowledge and discuss new and changing legislation with the aim of identifying and achieving best practice. Each Council represented in the group will seek to find commonality in approach where possible, but acknowledge that the implementation of processes and approach may vary from Council to Council.

Canterbury Records Information Management Group (CRIMS)

Purpose: to provide a means for collaboration, discussion, idea exchange, education and support to improve IM professionals' knowledge of PRA compliance, information capture, storage, discovery and management.

CRIMS group aims to promote, discuss and extend professional knowledge of legislative issues including LGOIMA requests, industry issues and compliance standards; and the management and use of open data systems.

By forming and maintaining this network, CRIMS members aims to:

1. Promote and encourage knowledge and understanding of record management practices across the Canterbury councils through a supportive environment, shared discussion and experience.
2. Provide a shared set of resources including toolkits, policies, procedures, tools and professional advice.
3. Provide support and networking opportunities for information management professionals.
4. Provide IM professionals leads to provide advice and leadership across key information management components.
5. Identify emerging opportunities and issues; escalate region-wide IM risks to the Canterbury Public Records Act Executive Sponsors, and Canterbury Corporate Forum.
6. Host a joint symposium for the purpose of addressing key issues in information management and enhance the relationship between Archives NZ and government agencies, both central and local, within the South Island.

Canterbury Engineering Managers Group

The purpose of the group is to:

- Provide support for a strong local government “voice” on engineering related issues affecting Canterbury;
- Reduce duplication of effort and, as a result, work more effectively and efficiently together;
- Provide support to Canterbury councils when assessing national and regional engineering initiatives;
- Work together in ways that support innovation, collaboration and joint initiatives;
- Consider opportunities for collaboration and potential shared services throughout the region;

- Respond to requests from the Chief Executives Forum to provide information and comment on topical matters.

The group, because of its membership, will have a focus on the larger strategic engineering issues facing the region in light of ongoing Government policy development and matters of regional significance affecting local government asset management, engineering, utilities and roading services.

Canterbury Long Term Plan Working Group

Purpose: to enable Canterbury Councils to take a collaborative approach to the compilation of their 2018 - 2028 Long Term Plans, including:

The intended outcomes of the Working Group include, but are not limited to:

- Sharing of ideas
- Maintaining a collaborative, rather than competitive approach
- Build on the goodwill that was been developed during the previous LTP exercise
- Provision of a sound platform for each Council to collectively respond to topical issues such as climate change response, three waters initiatives, national assumptions database and a Canterbury-wide communications programme
- Foster a consistent approach to population projections, changing demographics and a view of what Canterbury may look like in ten years' time (as opposed to what specific districts may look like)

Canterbury Finance Managers

The CFMG purpose is to share ideas and wherever possible work together to enhance the delivery of local government services in the Canterbury region.

Matters subject to the CFMG consideration will cover the full range of corporate services including finance, governance services, information management, human resources, property services and legal services

Canterbury Public Records Act Executive Sponsors (CPRAES)

Purpose:

- To facilitate regional leadership and support for strategic and managerial information and records management across the Canterbury region
- Champion regionally for local government best practice, compliance and innovation of information and records management across Canterbury
- To promote and advance our regional leadership to support information and record management maturity.
- Align to the principles, criteria and decision-making framework for Working Together for Canterbury (CE Forum May 2016):
 1. We work together “to meet the current and future needs of communities for good-quality local infrastructure, local public services, and performance of regulatory functions in a way that is most cost-effective for households and businesses’ – Local Government Act 2002, S10(1)(b). This is our ‘bottom line’ (an outputs focus).

2. Working collaboratively to drive efficiencies and better provide for the needs of their communities', noting that 'this collaboration may either be Canterbury-wide or on a sub-regional basis'
3. Collaboration and shared services are preferable to centralisation and/or amalgamation.
4. Collaborating to create long-term public value

Canterbury Chief Information Officers

Purpose: to share ideas and wherever possible work together to enhance the delivery of local government services in the Canterbury region from an Information Technology and Information Management perspective.

- Matters subject to the CCIO consideration will cover the full range of information and technology services including ICT, GIS and records/information management.
- To promote shared services in the Information Technology space.
- Improved knowledge and understanding of practises across the Canterbury councils through a supportive environment, shared discussion and experience.
- Provide a resource toolkit of shared policies, procedures, tools or professional advice.
- Provide support and networking opportunities.
- Identify emerging issues and opportunities and escalate regional wide IT risks to the Canterbury Corporate Forum.

Health and Safety Working Group

No purpose found

Stormwater Forum

Purpose: to foster and support collaboration and enable good ideas to be communicated up to the Chief Executive and Mayoral Forum to gain support. The Forum operates 3 work streams:

- (a) Effective implementation of the Land and Water Regional Plan (LWRP)
- (b) Interpret LWRP and ensure it is understood, and develop best practice (created a best practice working group to consider this)
- (c) Community and industry engagement.

Rating Officer's Group

The group is one of a number of initiatives planned around valuations and rating functions to deliver enhanced capacity, improved capability, more confidence in statutory compliance and a resultant reduction in risk around these key council revenue gathering activities.

Functions and objectives

The Group is established to serve the following functions:

- Establish and continuously update and improve a knowledge base for best practices in valuation and rating functions in Canterbury
- Work together on emerging issues in valuation and rating services and work to achieve consensus on consistent approaches to addressing such issues
- Identify the learning and development needs of rating officers and recommend ways to meet such needs
- Provide a sounding board for the development and roll out of the following initiatives envisaged by the Chief Executives Forum:
 1. Establish a rating learning hub
 2. Hold bi-annual training by external legal advisers
 3. Coordinated legal compliance review of rates resolution and funding impact statement
 4. Develop legal queries and solutions register
 5. Assess data quality challenges and review options for improvement, including working with QV
 6. Set a framework for performance measures and quality assurance
 7. Document processes in standardised format
 8. Develop a training programme for rating officers and prospective rating officers, and explore the option of an NZQA rating qualification.

Canterbury Chief Executives Forum Item 14

Date: 2 November 2020

Presented by: 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 towards implementing the Canterbury Water Management Strategy (CWMS) for August to October 2020.

Recommendations

That the Canterbury Chief Executives Forum:

1. **note the request to the Mayoral Forum to confirm the approach to the zone committee review**
2. **receive the report.**

Regional and Zone committee updates

2. Zone Committees have continued to hold meetings and workshops where possible, depending on capacity of territorial authorities and members to engage. Committees have begun to identify their plans for 2021.
3. The Regional Committee is back on schedule meeting every two months. The committee is currently working with Environment Canterbury on how they could transition to a smaller advisory group that can better support commitment to the implementation of the Canterbury Water Management Strategy.
4. Zone managers and facilitators have summarised the focus for the CWMS Zone Committees from August to October (see Appendix 1)

CWMS implementation update

Fit for the future

Zone Committee review

5. The Mayoral Forum commissioned advice on how zone committees might be supported to shift focus to delivery by establishing clear work programmes to meet the 2025 goals.

6. Earlier this year, Environment Canterbury staff developed a series of suggestions for changes to the role and function of zone committees through adjustments to the zone committees' Terms of Reference and a new Letter of Shared Priorities. An update on progress was provided to the Mayoral Forum in September 2020.
7. The revised Terms of Reference and new Letter of Shared Priorities aim to provide committees with clarity on their purpose and role and refine the committees' ways of working. This is primarily through a reduction in the required number of formal meetings (freeing up time for community engagement) and the requirement for each zone committee to develop its own action plan. See Appendix 2 for further information.
8. All zone committees and territorial authorities have now met to discuss the proposed changes. Territorial authorities are finalising their feedback and priorities for the Letters of Shared Priority.
9. Hurunui, Ashburton, Waimate and Waitaki district councils have finalised their Letter of Shared Priorities. All other councils including Environment Canterbury are progressing their Letter of Shared Priorities.
10. At its November meeting the Mayoral Forum will be asked to confirm the approach to the Zone Committee review. This includes the recommended amendments to the zone committees' Terms of Reference, and the introduction of the two new mechanisms – Letter of Shared Priority and Zone Committee Action Plans. Following the Mayoral Forum confirmation, councils will formally adopt the revised Terms of Reference and Letter of Shared Priorities and convey these to zone committees.

Regional work programme

11. Environment Canterbury staff have continued to work with territorial authorities. Each council, including Environment Canterbury, now has a draft 2-page tailored CWMS work programme for use during LTP planning discussions (examples of the draft CWMS work programmes for Waimakariri District Council and Environment Canterbury are provided in Appendix 3).
12. Actions proposed in the draft CWMS work programme are being driven by:
 - the key regional wide issues identified through the work undertaken by the Joint Working Group
 - the stocktake of current work undertaken by each council
 - the need to meet national direction and requirements under the Land and Water Regional Plan
 - meeting resource consent conditions
 - the need to make progress on the CWMS 2025 goals in the Ecosystem Health and Biodiversity, Natural Character of Braided Rivers, Kaitiakitanga, Source Water Quality, Drinking Water and Water-use Efficiency Targets.

13. As work progresses on implementing the Regional Work Programme, future quarterly reports will focus on delivery of the CWMS goals through actions being undertaken by territorial authorities and Environment Canterbury.

RMA planning and implementation

14. Environment Canterbury notified Plan Change 7 (PC7) to the Land and Water Regional Plan (LWRP) in September 2019. This plan change has been prepared in three parts. The first part is an omnibus change that proposes further changes to region-wide policies and rules in the LWRP. The second and third parts of Plan Change 7 relate to the Waimakariri and Orari Temuka Opihi Pareora (OTOP) sub-regions. Plan Change 2 to the Waimakariri River Regional Plan (WRRP) is related to Plan Change 7 and is happening concurrently. Plan Change 2 will ensure there is no duplication between the LWRP and the WRRP.
15. The Hearing for Plan Changes 7 and 2 started in October 2020 and is running over 5 non-consecutive weeks in Christchurch and Timaru. The Chair of the Independent Hearing Panel resides in Melbourne and is using video conferencing to enable the hearing to progress.
16. Plan Change 1 to the Hurunui and Waiau Rivers Regional Plan makes dryland farming a permitted activity. Plan Change 1 was made operative in September 2020.

Key regional projects/campaigns

17. The Land and Water Regional Plan requires the implementation of Good Management Practice (GMP) on farm to support achievement of water quality outcomes. Audited Farm Environment Plans (FEPs) enable farmers to recognise and record environmental risks unique to their property and set out a programme to manage those risks. They are a requirement for farms that are part of a collective (irrigation scheme or farming enterprise) or have an individual farming consent.
18. Most farms that require a farming land use consent have one and a final campaign under the existing Land and Water planning framework has been launched focusing on the remaining farms that currently require resource consent due to winter grazing requirements.
19. Environment Canterbury is now developing an Essential Freshwater delivery programme that will incorporate the new requirements alongside the continued improvement of our current approach.
20. Environment Canterbury continues to progress its compliance monitoring as part of its five-year fish screen improvement campaign. Environment Canterbury has also used the information gained to develop a plan to ensure consent holders understand their compliance state and requirements for an action plan showing how they will become compliant.
21. Irrigation NZ is running a \$400,000 Ministry for Primary Industries (MPI) supported Sustainable Food and Fibre Fund project to better define good practices, with a focus

on native fish species. This includes work on native fish behaviour around water intakes and screens by NIWA and contributions from a range of organisations.

22. A Fish Screen Working Group continues to operate under the auspices of the CWMS Regional Committee, to co-ordinate the above two components and mobilise technical and regulatory (Planning, Consents, Compliance) perspectives.
23. A number of projects to improve water quality, increase river flows and groundwater levels continue to be trialled in the region.
 - Representatives from Environment Canterbury, Taumutu Rūnanga, Selwyn Waihora Water Zone Committee, Central Plains Water, Department of Conservation, project contractors, and the Selwyn District Council joined project leaders and students from Greendale School to mark the official opening of the Selwyn/Waikirikiri Near River Recharge scheme on 22 September. The scheme itself was not in operation as Waikirikiri / Selwyn River was flowing near the recharge site.
 - A temporary weir has been constructed as part of Broadacres (Selwyn District) Targeted Stream Augmentation (TSA) to enable release of mudfish in a reach separated from the upper tributary area, which requires habitat improvements once the springs dry naturally. Below the temporary weir an off-channel pond has been constructed and planted for optimal juvenile mudfish habitat. Mudfish transfer plans and management plans have been submitted to DOC for approval.

Central government policy

24. The Government has continued to focus on dealing with the health and economic effects of the pandemic and planning for recovery. Dissolution of Parliament took place on 6 September. Election day was held on 17 October and official election results will be released on 6 November.
25. Further work on associated pieces of the Three Waters Review (a new Water Services Bill that will implement the new drinking water regulatory system and an amended National Environmental Standard for Sources of Human Drinking Water and a new National Environmental Standard for Wastewater Discharges and Overflows) is being undertaken.
26. The Taumata Arowai – Water Services Regulator Act passed in July 2020, established Taumata Arowai as a Crown Agent and provides for its objectives, functions, operating principles, and governance arrangements, including the appointment of an independent Board and a Māori Advisory Group.
27. A complementary Bill, the Water Services Bill, is now before Parliament and is anticipated to be passed in July 2021, dependent on the post-election Parliamentary timetable. At that time, Taumata Arowai will become Aotearoa's dedicated regulator of the three waters: drinking water, wastewater and stormwater.

28. All Canterbury city and district councils have opted to enter a reform programme to access government funding to enable consideration of options for regional entities to manage water assets.
29. Environment Canterbury is analysing the new requirements of the Essential Freshwater package including NPS-FM 2020, NES - Freshwater, regulations for stock exclusion and measurement and reporting of water takes (gazetted on 5 August). We are regularly updating our key messages and Frequently Asked Questions as further clarity is able to be provided. These are available on [Environment Canterbury's webpage](#).
30. Changes will be required to the existing regulatory framework to give effect to the new national direction. To help inform these changes, we have prepared an engagement and community plan to engage with papatipu rūnanga and the wider community to understand what the concept of Te Mana o te Wai means in Canterbury.
31. The independent advisory panel established to undertake the comprehensive review of the resource management system has provided the final report on its recommendations to the Minister for the Environment in late June 2020. The report recommends substantial changes to the present system including the repeal of the Resource Management Act and the enactment of two major new pieces of interrelated legislation:
 - A Natural and Built Environments Act (NBEA) would focus on enhancing the quality of the environment and on achieving positive outcomes to support the wellbeing of present and future generations. This would include recognition of the concept of Te Mana o te Taiao
 - A Strategic Planning Act that will require Local Government to set long-term strategic goals and facilitate the integration of legislative functions across the resource management system, also including recognition of the concept of Te Mana o te Taiao
32. The review also identified the need for a new discrete legislation; “Managed Retreat and Climate Change Adaptation Act” to manage the complexities of managed retreat (for example in coastal areas) and adaptation to climate change.
33. The timeframe to deliver the proposed National Policy Statement for Indigenous Biodiversity has been extended to April 2021.

Attachments

- Zone overview from August to October 2020
- Mechanisms to support CWMS implementation
- Examples of CWMS Fit for the Future Work Programmes

Appendix 1: Zone overview from August to October 2020

CWMS Committee	Focus of the Zone Work Programme	Highlights of practical work underway
Kaikōura	<p>Enhancing significant wetlands</p> <p>Supporting 'Love the Lyell' Governance Group</p> <p>Clarence catchment and riverbed</p> <p>Community engagement</p>	<ul style="list-style-type: none"> • Several wetland projects underway. • The 'Love the Lyell' Governance Group is focusing on the Lower Lyell and provided recommendations for improvement. • Clarence river weed and pest control funding has been confirmed from LINZ and likely to continue for 3 years. Work to plan pest management has begun. • Waiau Toa Hapua Protection (predator control) project has begun with a hui at the Clarence village. • Environment Canterbury, Kaikoura District Council and University of Canterbury have partnered to develop a community-driven plan for South Bay to improve the breeding success of ground nesting birds, such as little blue penguin and banded dotterel in South Bay by raising awareness of shorebird behaviour and habitat and promoting responsible use of the beach. Te Rūnanga ō Kaikōura is considering joining this partnership.
Hurunui Waiau	<p>Flagship braided river projects to protect endangered river birds.</p> <p>Delivery of Soil Conservation and Revegetation programme (SCAR)</p>	<ul style="list-style-type: none"> • Work continues at the Waiau Uwha and Hurunui Rivers to improve habitat for endangered birds. Maintenance of island habitats continues. Mammalian predator control is beginning. • No further pest management of Southern Black Backed Gull planned as numbers appear to be under control. • Majority of IMS funding this year has supported the Flagship project. • SCAR (Soil Conservation and Revegetation) joint project funded through the Hill Country Erosion Fund (MPI) and Environment Canterbury over four years (from August 2019) to mitigate sediment loss from hill country farms. • Working with landowners to plant trees, permanently excluding stock through fencing, identify areas for retirement and manage erosion prone properties. • The HDC is workshopping a range of options for a refresh of the zone committee in Hurunui Waiau • Supporting the Jed River community group to set up a monitoring programme and action plan for the Jed River catchment

CWMS Committee	Focus of the Zone Work Programme	Highlights of practical work underway
Waimakariri	<p>Upper Ashley catchment projects to improve water quality</p> <p>Promoting mahinga kai component in GMP</p> <p>Farming @ GMP programme</p>	<ul style="list-style-type: none"> Supporting Lees Valley landowners to protect remaining wetlands by providing information on planting options and by excluding stock First mahinga kai 'shed talk' held in February to engage with landowners whose FEPs are required to include mahinga kai values. Working with Ngāi Tahu to schedule the second talk. Continuing to provide support to farmers to meet their GMP requirements by assisting around pre-audit preparation as well as compliance with consents. "Drop in" sessions are occurring in July throughout the district to assist farmers with their consents. Several opportunities for Committee feedback on Environment Canterbury's Braided River Revival programme; Silverstream nitrate monitoring and Waimakariri District Council's work on private drinking wells pilot study and drainage review. Engagement with landowners and stakeholders in the coastal Ashley/Rakahuri underway, with a focus on Taranaki Stream. Supported a group of 5 dairy farms in the lower Ashley/Rakahuri catchment to apply for \$60k of Fonterra Sustainable Catchment funding.
Christchurch-West Melton	<p>Management of Erosion and Sediment control</p> <p>Working with community/catchment groups</p> <p>Supporting Christchurch City Council stormwater management and new comprehensive stormwater consent</p> <p>Community engagement and education</p>	<ul style="list-style-type: none"> Ongoing development of the programme to support long term consistent methods to manage erosion and sediment control (ESC) including identifying industry requirements and training. Supporting the three catchment groups (Avon Heathcote Estuary Ihutai Trust, Cashmere Stream Care Group and Ōpāwaho Heathcote River Network) in their work on various projects. The Zone Committee working group with members from the Cashmere Stream Care Group, Ōpāwaho Heathcote River Network and the community boards continue to work on practical actions to address sediment issues in the Cashmere stream. Continue to support Christchurch City Council to deliver on new comprehensive global stormwater consent that came into effect on 20 December 2019 Engagement with landowners in partnership with CCC, F&G and Water & Wildlife Trust, about Otukaikino River health investigations. Continue to develop relationships with community Boards within Christchurch City.
Banks Peninsula	<p>Erosion and Sediment Control on Lyttelton Harbour/Whakaraupō</p> <p>Wairewa Bank Stabilisation</p> <p>Whakaraupō Catchment Management Plan</p>	<ul style="list-style-type: none"> Project to develop guidelines for roadside cuttings continues. The design installed at Christchurch Adventure Park in May 2019 show treatments to control erosion are working well. Funding from CCC for a second and third roadside cutting trial (to strengthen the findings of the initial trial) is unlikely. If further trials are not funded, then the lessons learnt from the first trial will form the basis of the guidelines for roadside cuttings and inform changes to sediment control practises. Wairewa Bank Stabilisation Project — to trial a range of treatments and plantings to reduce sediment entering Lake Forsyth/Te Roto O Wairewa. Funding of \$30K has

CWMS Committee	Focus of the Zone Work Programme	Highlights of practical work underway
		<p>been secured in the 20/21 financial year. Sites are being prepared for planting in Autumn 2021.</p> <ul style="list-style-type: none"> • Three stream riparian planting in Whakaraupō (a priority project of the Whakaraupō Catchment Management Plan) to improve ecosystem health of the streams and catchment overall continues. The focus this year has been on planting Steadfast Reserve on Cass Stream with the local community where about 3000 plants were planted in spring 2020. Other community planting events have been held at Sam's and Morgan's gullies.
<p>Selwyn-Waihora</p>	<p>Increasing knowledge of mahinga kai</p> <p>Waikirikiri water quality improvements</p> <p>Swimmable Selwyn at Coes Ford</p> <p>Rakaia Gorge restoration</p> <p>Immediate Steps Projects</p>	<ul style="list-style-type: none"> • Building on past work, Environment Canterbury is recruiting a pou matai ko/cultural land management advisor to continue the work to raise awareness of mahinga kai with Central Plains Water Ltd scheme members. • Near river recharge project at Selwyn River/ Waikiriri officially opened in September 2020 with a blessing from kaumatua. • Environment Canterbury continues to work closely with Selwyn District Council on key projects such as "Swimmable Selwyn @ Coes Ford which is investigating a variety of methods to improve water quality at Coes Ford. Water quality monitoring will be starting shortly in targeted areas. • A multi-agency project to undertake weed management of key sites at Rakaia Gorge has received initial funding. • The Zone Committee has recommended Immediate Steps funding of projects in Harts Creek, Rakaia Gorge, Western Valley and a number of planting projects with Enviroschools • Guidelines for users of the Stormwater Superhero Mobile Resource is being developed.
<p>Ashburton</p>	<p>Ashburton Lakes</p> <p>Ashburton/Hakatere River Mouth Access</p> <p>Carter Creek Catchment</p> <p>Ashburton/Hakatere River Consent Review</p>	<ul style="list-style-type: none"> • Ashburton Lakes Basin: Environment Canterbury continues to work with DOC, Ngāi Tahu, landowners and other stakeholders to investigate the deteriorating water quality situation. An update will be provided to the November ZC meeting. • The Ashburton River Mouth Management Strategy aims to protect valuable habitat at the river mouth with the support of landowners and key stakeholders. Signage has been installed at the river mouth. Track creation, fencing and planting stages are underway. • Carters Creek Enhancement Project established by the community and supported by the Zone Committee. Community representatives are working with ECan, ADC and stakeholders to understand issues around long-term flood mitigation. • 44 consent reviews have been granted, including the Rangitata Diversion Race consent to take water from the south branch of the Hakatere. New minimum flow conditions will take over from July 2023. 42 consent reviews are on hold at the request of consent holders.
<p>Orari-Temuka-Opihi-Pareora</p>	<p>Catchment- scale programme proposal</p> <p>Washdyke Lagoon</p>	<ul style="list-style-type: none"> • Assisting with preparation of a funding proposal to Freshwater Improvement Fund for a catchment-scale programme to improve freshwater biodiversity and cultural outcomes.

CWMS Committee	Focus of the Zone Work Programme	Highlights of practical work underway
	<p>Consent to Farm campaign</p> <p>Immediate Steps Projects</p> <p>Understanding ecosystem health</p>	<ul style="list-style-type: none"> Environment Canterbury and Timaru District Council are working with local businesses to increase awareness and compliance of industrial discharges on air and water quality in Washdyke Lagoon. Continue to build and improve Environment Canterbury's framework for delivering on GMP outcomes through the land use consent to farm campaign. Several projects completed and additional \$104, 000 IMS funding approved for 8 new projects. Improving understanding of the water quality information collected and made available on Irrigation NZ's "Know your catchment" website.
<p>Upper Waitaki</p>	<p>FEP and nutrient budget reviews</p> <p>Omarama Catchment Group</p> <p>Lake Ruataniwha</p> <p>Provincial Growth Fund applications</p> <p>Immediate Steps</p>	<ul style="list-style-type: none"> Continuing to support farmers who require land use consents including reviewing FEPs and nutrient budgets Working with local industry stakeholders to seek further support for "beyond GMP" improvements. Improving compliance alignment and support across ECan and the Territorial Authorities. Ongoing support for the Omarama Catchment Collective (previously the Ahuriri Catchment Group) to maintain community momentum following the release of this past year's TLI results, which have fallen below the trigger level. Continued investigation of ways of aligning consent holders in the Ahuriri catchment towards the same TLI trigger level. The Group has become an incorporated society to help them apply for funding. Portable toilets will be installed this summer at Lake Ruataniwha as a follow up action from the high E. coli results in the lake in January 2020. Developing possible projects and Expressions of Interest for Provincial Growth Fund funding, and other funding streams. Immediate Steps funding (\$95,000) is helping protect wetlands, tarns and native bogpine in the zone and to control weeds in the braided Dobson River.
<p>Lower Waitaki</p>	<p>Setting up and supporting Catchment groups</p> <p>Wainono Lagoon augmentation options and Box opening protocol review</p> <p>Upper Hakataramea Bio Security measures</p>	<ul style="list-style-type: none"> Ongoing work with Waihao- Wainono Community Catchment Group including supporting a community planting day. Continue with flow and water quality monitoring and supporting farmers to meet their requirements under PC3 and PC5. Ongoing consultation with Rūnanga to address priority areas around mahinga kai and rock art when assessing consents requiring FEPs. Ongoing willow removal and land use mitigation support on properties adjoining Wainono Lagoon Development of protocols and principles for mechanical opening of Waihao Box in discussion with all associated Rūnanga Ongoing weed control in the Upper Hakataramea for willow, broom and lupin.

Appendix 2: Mechanisms to support CWMS implementation

Terms of Reference

Zone Committee Terms of Reference have been revised to include a more explicit statement of purpose (uphold the mana of freshwater bodies within their zone by facilitating enduring land and water management solutions that give effect to the CWMS vision, principles and targets in their zone) and a shift to a focus on implementation through:

- Facilitating community engagement and collaboration
- Facilitating and provision of advice
- Enhancing delivery capability and coalition of the willing
- Progress reporting

A new Letter of Shared Priorities

Environment Canterbury has worked with each zone's relevant territorial authority to identify shared priorities as they relate to water management in Canterbury which require the assistance of the relevant zone committee to work on over a three-year period. Environment Canterbury has identified draft priorities to progress the 2025 Goals under:

- **Kaitiakitanga Wāhi Toanga and Mahinga Kai Targets** (five mahinga kai projects in each zone.)
- **Ecosystem Health and Biodiversity Targets** (increase riparian management, reduce fish barriers, and protect and enhance named wetlands)
- **Recreation and Amenity Targets** (restore priority freshwater recreation opportunities in each zone, that do not meet contact recreation standards)

Each territorial authority has also identified specific priorities. Once finalised and adopted these shared priorities will be provided to each zone committee by the territorial authorities(s) associated with the zone committee and the Regional Council by way of the Letter of Shared Priorities.

Zone Committee Action Plans

Zone Committee Action Plans are proposed to be developed by each zone committee to help committees identify, prioritise and focus on practical work for a specific timeframe (2-3 years).

These Action Plans would be bound by the Terms of Reference, Letter of Shared Priorities and CWMS Targets and guided by existing ZIPs and ZIPAs and engagement with the community.

- The Zone Committee Action Plans will enable committees to:
- Communicate zone committee priorities and actions clearly
- Enable annual planning and scheduling
- Measure committee's progress and achievements in a practical way
- Enable communities to see what zone committees are currently working on

Appendix 3: Examples of CWMS Fit for the Future Work Programmes

Waimakariri District Council CWMS work programme

DEVELOPMENT OF THE REGIONAL WORK PROGRAMME

The Joint Working Group set up by the Operations Forum in September 2019 has:

- undertaken a stocktake of current work by all councils towards meeting the CWMS 2025 goals and completed a gap analysis
- developed a draft regional work programme to enable progress towards 2025 goals through the development of councils' Long-Term Plans 2021–2031 (LTPs).

Region-wide emerging issues were identified including:

- a need for more effort in compliance, monitoring and enforcement
- a greater focus on biodiversity outcomes monitoring and reporting
- opportunities for councils to share approaches and share resources
- addressing scale and complexities of issues, recognising the size of rating bases and capacities of councils.

The Joint Working Group's draft regional work programme has been provided to territorial authorities as a reference document for consideration in the LTP process. Each territorial authority is also provided with a tailored work programme developed in discussion with its staff for use during councils' LTP planning.

NATIONAL DIRECTION

Significant policies and regulations that will influence policy settings

Water Services Bill – to implement new drinking water regulatory system

National Environmental Standards for Sources of Human Drinking Water (amendments proposed, due 2021)

Proposed National Environmental Standards for Wastewater Discharges and Overflow (due 2021)

Essential Freshwater – NPS and NES

- manage freshwater in a way that 'gives effect' to Te Mana o te Wai
- avoid any further loss or degradation of wetlands and streams, map existing wetlands and encourage their restoration
- an expanded national objectives framework that covers threatened species and mahinga kai - join ecosystem health and human health for recreation, as compulsory values

NPS – Indigenous Biodiversity (to be released in April 2021) will require:

- proactive district-wide identification of SNAs within 5 years
- management of adverse effects on SNAs from any new subdivision, use and development
- identification and management of taonga and highly mobile fauna habitat in addition to SNAs
- monitoring of indigenous biodiversity
- a regional biodiversity strategy with a strong focus on implementation

SUMMARY OF CURRENT PROJECTS AND WORK

Key work supporting Ecosystem Health and Biodiversity, Drinking Water and Water-Use Efficiency Targets includes:

Ecosystem Health and Biodiversity: Active surveying of **Significant Natural Areas** listed in District Plan. **Spawning habitat** improvement. Arohatia te Awa project for ecological corridors creation, starting with the Cam River. Cam River Enhancement fund for **habitat restoration**, sediment control, bank stabilisation, and **wetland creation** to improve **lowland stream health**. Community **biodiversity** partnerships at Taranaki Stream Reserve, Kaiapoi Regeneration area, Pegasus Bay dunes, Tūhaitara Coastal Reserve and Silverstream Reserve. Biodiversity and in-stream habitat creation projects. Freshwater **fish populations** monitored for consent applications, including Canterbury Mudfish.

Three Waters management: Significant investment in **drinking water** including Oxford Rural No.1 water supply, UV treatment plant in Waikuku and joining Pegasus-Woodend schemes. Poyntzs Road rural supply to be upgraded. Nitrate study in Cust and arsenic study in the wider Kaiapoi area. Key **wastewater** improvement project - Rangiora primary sewer main, Tuahiwi extension and Oxford plant upgrade. Sub-catchment monitoring identified high zinc levels. Urban monitoring programmes developed for Kaiapoi, Rangiora, Oxford and Woodend to improve lowland streams. Information developed to support private well owners.

Water Use Efficiency: Water conservation strategy used across all schemes. Conservation campaigns. Leak detection and improvement work. Water supply demand forecasts used to inform growth projects for Asset Management Plan and LTP.

ACTIONS TO MEET 2025 GOALS

ECOSYSTEM HEALTH

Lowland Stream health

Fulfil requirements to obtain and comply with stormwater consents for townships by 2025.

Progress improvements to stormwater and wastewater infrastructure to reduce ecological damage to lowland streams from sediment and contaminants.

Continue regular community education/behaviour change campaigns on stormwater issues.

Monitor and manage the land drainage network to ensure compliance with Stormwater Drainage and Watercourse Protection Bylaw and best practice is followed with regards to mahinga kai management.

Wetlands

Review activities such as drainage, reclamation and increase controls on greenfields development to strengthen protection for wetlands and waterways.

Identify the location of SNAs within the Waimakariri district and provide to Environment Canterbury to record in Regional Policy Statement.

Drylands

Identify location of SNAs within the Waimakariri district and provide to Environment Canterbury to record in Regional Policy Statement.

Implement system to protect SNAs and maintain indigenous vegetation.

Work with Environment Canterbury to develop a biodiversity monitoring strategy following release of NPS for Indigenous Biodiversity.

Advocate for indigenous biodiversity through regular education/behaviour change campaigns to improve understanding of the importance of protecting and conserving indigenous vegetation.

Hill and High country streams

Review vegetation clearance rules as part of District Plan review.

Advocate for indigenous biodiversity through regular education/behaviour change campaigns to improve understanding of the importance of protecting and conserving indigenous vegetation.

SOURCE WATER QUALITY

Priority planning for water supply wells and treatment plant upgrades to comply with DWSNZ, in particular Poyntz Road.

Review the state and operation of the district's wastewater treatment plant infrastructure to address and reduce potential impacts on the district's highly valued rivers and groundwater.

Raise awareness of health impacts from high nitrate in drinking water.

Run campaigns to recommend regular testing of private bores and advise on options for secure water supply.

WATER USE EFFICIENCY

Work towards understanding long-term trends in water quality in the region.

Improve compliance with national regulations on the measurement and reporting of water takes.

Manage water demand through meeting requirements under LWRP and continue regular community education/behaviour change campaigns on water use management and conservation.

REPORTING PROGRESS TO MAYORAL FORUM

Environment Canterbury provides quarterly updates to the Chief Executives Forum and Mayoral Forum on the region-wide progress towards implementing the CWMS. These quarterly reports provide a summary of the last three months' progress of zone committee projects and provide information on the latest freshwater related policy and RMA planning. As work progresses on implementing the Fit for Future work programme, future quarterly reports to the Mayoral Forum will focus on reporting on the delivery of the CWMS Targets and review of the Canterbury Biodiversity Strategy in line with national direction.

Environment Canterbury CWMS work programme

DEVELOPMENT OF THE REGIONAL WORK PROGRAMME

The Joint Working Group set up by the Operations Forum in September 2019 has:

- undertaken a stocktake of current work by all councils towards meeting the CWMS 2025 goals and completed a gap analysis
- developed a draft regional work programme to enable progress towards 2025 goals through the development of councils' Long-Term Plans 2021–2031 (LTPs).

Region-wide emerging issues were identified including:

- a need for more effort in compliance, monitoring and enforcement
- a greater focus on biodiversity outcomes monitoring and reporting
- opportunities for councils to share approaches and share resources
- addressing scale and complexities of issues, recognising the size of rating bases and capacities of councils.

The Joint Working Group's draft regional work programme has been provided to territorial authorities as a reference document for consideration in the LTP process. Each territorial authority is also provided with a tailored work programme developed in discussion with its staff for use during councils' LTP planning.

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- manage freshwater in a way that 'gives effect' to Te Mana o te Wai
- avoid any further loss or degradation of wetlands and streams, map existing wetlands and encourage their restoration
- an expanded national objectives framework that covers threatened species and mahinga kai - join ecosystem health and human health for recreation, as compulsory values

NPS – Indigenous Biodiversity (to be released in April 2021) will require:

- recognising and providing for Hutia Te Rito
- providing opportunities for tangata whenua to exercise katiakitanga
- management of adverse effects on SNAs
- identification and management of taonga and highly mobile fauna habitat in addition to SNAs
- monitoring of indigenous biodiversity
- a regional biodiversity strategy with a strong focus on implementation
- assessing and setting targets for indigenous vegetation cover

promoting restoration and enhancement of degraded areas

SUMMARY OF CURRENT PROJECTS AND WORK

Key work supporting Environmental Limits, Ecosystem Health and Biodiversity, Braided rivers, and Kaitiakitanga Targets includes: Zone delivery teams supporting the **10 Zone Committees and the Regional Committee** to achieve their work programmes highlighting key areas where additional work is needed and improving community engagement. Setting in place a **planning framework** through the fully operative LWRP and sub-regional plans. Industry-agreed **Good Management Practices (GMPs)** provide farmers and councils with a shared understanding of how to limit nutrient losses and manage environmental impacts. Implementing the **Canterbury Biodiversity Strategy and Regional Pest Management Plan. Immediate Steps** biodiversity protection and restoration funding established to protect and restore biodiversity in and around freshwater habitats. Working with DOC and other partners, to carry out a range of work in **braided rivers** specifically to protect bird habitat including island creation, weed and predator control. **Monitoring programmes** including for water quality and quantity and AEH provides updates and enables trends reporting to identify ongoing issues and future work. **Tuia Relationship Agreement** between Ngā Papatipu Rūnanga and Environment Canterbury recognises the mana whenua status of ngā rūnanga. **Tuia Joint Work Programme** has resulted in changes in organisational culture leading to improved relations with Ngāi Tahu, particularly at a rūnanga level. **Fit for the Future project** undertaken to ensure CWMS targets were still relevant, resulted in a reconfirmation of the targets, introduction of **new 2025 and 2030 goals** and additional work programmes with CWMS Partners to help measure and guide progress to support the shift to a stronger focus on delivery of actions on the ground.

ACTIONS TO MEET 2025 GOALS

ECOSYSTEM HEALTH and BIODIVERSITY

Review and update Regional Biodiversity Strategy in line with NPSIB requirements.

Assess and set targets for urban and rural indigenous vegetation cover through the review of the Canterbury Regional Policy Statement'

Investigate options to enable shared CME resourcing with TAs where requested.

Improve CME processes and identify timeframes for all consents to become fully compliant.

Identify information gaps and inconsistencies between TA and ECan responsibilities to enable improved monitoring and management of biodiversity, habitats, wetlands, waterbodies and pests.

Support TAs to undertake district wide identification of SNAs by 2025.

Establish methods for monitoring progress towards achieving NPS FM target attributes and environmental outcomes, including measures for mātauranga Māori and the health of indigenous flora and fauna.

Provision of wetlands location and information to landowners

Continue to identify and support opportunities to work with key organisations to protect ecosystems.

Continue regular community education/ behaviour change campaigns on protection of indigenous habitat and biodiversity on private land and waterbodies, stormwater issues and management, and pest and weed control.

NATURAL CHARACTER of BRAIDED RIVERS

Continue to work with landowners and agencies involved with braided river management to identify, manage and protect the multiple values of braided rivers.

Work with and support TAs to clarify responsibilities of ECan and TAs in line with the new definition of "riverbed".

KAITIAKITANGA

Support the development and use of Iwi Management Plans for all catchments by 2025.

Identify opportunities for further co-governance initiatives in two additional catchments by 2023

Support Ngāi Tahu to establish the tangata tiakiwai appointment process by 2023.

Establish a mātauranga Māori monitoring programme by 2023.

SOURCE WATER QUALITY

Implement drinking water source protection work programme.

- Identify location of unconsented OWMS/septic tanks in protection zones, run CME campaign to notify owners of requirement to get consent
- Identify consent holders who carry out fertigation and check consent conditions are being met.

Work with Christchurch City Council on the national wells database development.

Improve compliance requirements under new national regulations.

Continue regular community and industry education/behaviour change campaigns to protect drinking water quality.

Provide regular information on groundwater quality monitoring to TAs.

WATER USE EFFICIENCY

Manage water allocation and use through setting and monitoring consent conditions.

Improve CME processes and identify timeframes for all water take consents to become fully compliant.

Continue regular community and industry education/behaviour change campaigns on water use management and conservation.

Develop a "water conservation management" region-wide operating procedure/manual

REPORTING PROGRESS TO MAYORAL FORUM

Environment Canterbury provides quarterly updates to the Chief Executives Forum and Mayoral Forum on the region-wide progress towards implementing the CWMS. These quarterly reports provide a summary of the last three months' progress of zone committee projects and provide information on the latest freshwater related policy and RMA planning. As work progresses on implementing the Fit for Future work programme, future quarterly reports to the Mayoral Forum will focus on reporting on the delivery of the CWMS Targets and review of the Canterbury Biodiversity Strategy in line with national direction.

Canterbury Chief Executives Forum Item 15

Date: 2 November 2020

Presented by: Hamish Dobbie, Bede Carran, David Ward

Regional forums update

Purpose

1. This report summarises outcomes from the regional forum meetings since the Chief Executives Forum last met on 27 July 2020.

Recommendations

That the Canterbury Chief Executives Forum:

1. **receive the report on regional forum meetings between July and November 2020.**

Background

2. The Operations and Corporate Forums met on 14 September 2020. The Policy Forum met on 2 October 2020.

Operations Forum (chair Hamish Dobbie)

3. At its meeting on 14 September, the Operations Forum:
 - noted the current status of the Three Waters Service Delivery review (see agenda item 5). The Project Manager will work closely with the Operations Forum members to support information gathering for the contract. The role of the CEs as Advisors for the Steering Group was noted, and that the Operations Forum would provide technical support.
 - discussed the operations forum work programme, which has been dominated by Three Waters. Two items, *road engineering to improve road safety* and *shared approach to managing infrastructure* have not been progressed at this stage and the work programme has been updated to reflect this (see agenda item 12).
 - noted that through the CWMS Fit for Future regional work programme Environment Canterbury has sent out work programmes for each territorial authority and is seeking feedback on these from councils.

Corporate Forum (chair Bede Carran)

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

- received the report on assessing councils' carbon footprints. Further details are provided below on actions since the Corporate Forum Meeting.
- received the report on the stocktake of IT platforms, applications and procurement cycles and investment intentions (see agenda item 6).
- received the report from the Finance Managers' Group on the Deloitte analysis of third-party expenditure (see agenda item 8).
- received the report on the digitisation framework noting the challenges and benefits of digitising paper records, managing hybrid systems and good processes to digitise records as soon as they are received. the Forum requested a report back on this topic at its first meeting of 2021, for a subsequent report to the CE Forum with recommendations on a collaborative programme of work.
- received the report on information requirements for flexible/remote working. In discussion it was agreed to recommend to the CEs Forum the establishment of a short-term working party of HR managers across Canterbury councils to review and provide advice to the CEs Forum on policies and evaluation (output-based reporting) of flexible working arrangements during and since the Covid lockdowns (see agenda item 7).

Carbon Footprint - establishing a methodology and joint procurement

5. A workshop, facilitated by Nicole Timney Property Manager and Client Lead, Timaru District Council, discussed current reporting maturity amongst councils and relevant experience and knowledge of software programs and alignment of needs and wants.
6. Selwyn District Council are well advanced with measuring and monitoring carbon emissions and about to undergo a first audit. The group requested the opportunity to review SDC's framework and methodology with the view that the group could adopt same and move to a procurement strategy.
7. Selwyn District Council has provided their methodology which will be circulated for agreement amongst the other representatives for discussion and adoption.
8. The methodology follows GHG Protocol Scopes and each council can choose options from scope 1, 2 or 3 depending on requirements. The common factor will be the agreed adoption to report to the scopes in the same manner. The procurement of software will determine the alignment of reporting.
9. Next meeting will be in November to agree the methodology. The methodology framework will inform requirements for the combined RFP and the workshop team will go to market for suitable software platforms and support to achieve alignment of reporting to the GHG Protocol Scopes. It is anticipated that the working team will be in a position to go to market in December 2020 with an RFP and be in a position to begin negotiations and plan the implementation of the agreed methodology for reporting on carbon emissions by February 2021.

Policy Forum (Chair David Ward)

10. At its meeting on 2 October, the Policy Forum:

- agreed that a Microsoft Teams site be set up as a horizon scan tracker for central government policy and regulation impacting on the region. The use of Microsoft Teams provides the ability for forum members to be able to discuss items of interest for the group.
- noted the visioning work that is underway by the Greater Christchurch Partnership and that public engagement on the future of greater Christchurch starts 3 October.
- noted that Tim Davie has been appointed convenor of the Climate Change Working Group. Tim advised that the Climate Change Risk Screening interim report is on the Mayoral Forum's website. The forum noted that Environment Canterbury has commissioned work from NIWA around how climate change plays out in the region, which could form the basis of a common scenario for LTPs to build on. This work will be shared when complete.
- raised questions about how well the Climate Change Working Group is linked into the Policy Forum, and other groups. The Secretariat will evaluate the Climate Change Working Group's connection to the Policy Forum and other Forums to ensure consistency of approach (see agenda item 12).
- received the report on the Policy Forum regional report templates workshop, hosted by Ashburton District Council on 21 August 2021 and endorsed a regional workshop on using Census 2018 data in policy and planning to be hosted by Christchurch City Council on 5 November 2020.
- noted the Long Term Plan working group would be meeting on 14 October, where the Office of the Auditor-General and Audit New Zealand would be speaking. There was some concern expressed on the timing of progress of annual reports and timing of Audit NZ sign off for some councils. This will be raised with Audit NZ at the 12 October meeting.
- noted that Amelia Linzey, member of the Resource Management System Review panel, will be speaking with the Canterbury Planning Managers Group at their meeting on 3 December 2020 on the *New Directions for Resource Management in New Zealand* report.

Next meetings

11. Scheduled forum meetings for the remainder of 2020 are:

26 November	Mayoral Forum Working dinner with Professor Bruce McKenzie, Acting Vice Chancellor, Lincoln University and Ekant Veer, Director of the Christchurch Knowledge Commons at University of Canterbury
27 November	Mayoral Forum

Canterbury Chief Executives Forum Item 16

Date: 2 November 2020

Presented by: Maree McNeilly, Secretariat

Regional forums budget 2020/21

Purpose

1. This paper provides a quarterly update on the regional forums budget for 2020/2021.

Recommendations

That the Canterbury Chief Executives Forum:

1. receive the quarterly update on the regional forums budget for 2020/21
2. approve the Canterbury Records Information Management group six-month work programme at a cost of \$28,700.

Background

2. The Canterbury Chief Executives Forum approved the regional forums 2020/21 budget at its meeting of 27 July 2020.
3. The regional forums budget funds collaborative projects and regional training workshops. Environment Canterbury acts as fund holder for regional forums, as part of providing secretariat support.

2020/2021 Budget

4. The agreement to levy councils separately for the Three Waters review results in a potential surplus of \$50,000. With the surplus carried forward, we will be in a position to fund or part-fund future projects from the regional forums budget rather than by a separate levy on member councils.
5. The approved budget includes \$25,000 for a Public Records Act eLearning platform. Due to work by SOLGM this line item is no longer required.
6. Canterbury Records Information Managers (CRIMS) group has identified a six-month work programme, following the annual Archives NZ survey, to improve opportunities for collaborative work and to raise the information management maturity level across Canterbury councils. This builds on early work undertaken by CRIMS which has shown, through the Archives NZ, survey to be raising the maturity level.

7. The six-month work programme will be undertaken with a consultant to reduce the load on key CRIMS members and has been approved by the Canterbury Public Records Act Executive Sponsors. Costings for the six-month programme are \$28,7000.
8. It is proposed to reallocate the \$25,000 from the Public Works Act eLearning platform to the CRIMS work and fund the balance of \$3,700 from budget surplus.

Attachments

- Regional forums income and expenditure report 2020/2021 – as at 20 October 2020

Regional forums income and expenditure report 2020/2021 – as at 31 October 2020

REGIONAL FORUMS BUDGET 2020/21		
as at 30 October 2020		
	Budget 2020/2021	Actual 2020/2021
INCOME		
Environment Canterbury	\$ 12,908.00	\$ 12,908.00
Christchurch City	\$ 12,908.00	\$ 12,908.00
Selwyn District	\$ 6,761.00	\$ 6,761.00
Waimakariri District	\$ 6,761.00	\$ 6,761.00
Ashburton District	\$ 6,146.00	\$ 6,146.00
Timaru District	\$ 6,146.00	\$ 6,146.00
Hurunui District	\$ 3,258.00	\$ 3,258.00
Waimate District	\$ 2,458.00	\$ 2,458.00
Waitaki District	\$ 2,458.00	\$ 2,458.00
kaikoura District	\$ 1,598.00	\$ 1,598.00
Mackenzie District	\$ 1,598.00	\$ 1,598.00
TOTAL INCOME	\$ 63,000.00	\$ 63,000.00
EXPENDITURE		
Research		
Plan for Canterbury design and printing	\$ 1,750.00	\$ 2,831.00
	\$ 1,750.00	\$ 2,831.00
Training events		
Policy Forum regional workshops x 2	\$ 1,000.00	\$ 284.00
	\$ 1,000.00	\$ 284.00
Collaborative projects		
Three Waters	\$ 50,000.00	
PRA elearning platform	\$ 25,000.00	
Analysis of 3rd-party expenditure	\$ 34,000.00	\$ 23,813.00
	\$ 109,000.00	\$ 23,813.00
Secretariat / Admin		
Travel (secretariat support WLG visit)	\$ 400.00	
Pounamu (D Bromell)		\$ 348.00
Printing		\$ 286.00
	\$ 400.00	\$ 634.00
TOTAL EXPENDITURE	\$ 112,150.00	\$ 27,562.00
SURPLUS/DEFICIT	-\$ 49,150.00	\$ 35,438.00
SURPLUS/DEFICIT CFWD (Actual)	\$ 52,117.46	\$ 52,117.46
FUNDS IN HAND	\$ 2,967.46	\$ 87,555.46

Agenda

Canterbury Mayoral Forum

Date: Friday 27 November 2020

Time: 9:00 am to 12:00 pm

Venue: The George Hotel, 50 Park Terrace, Christchurch

Attendees: Mayors/Chair:

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

Chief Executives:

Jim Palmer (Waimakariri, CEs Forum Chair), Hamish Riach (Ashburton), Dawn Baxendale (Christchurch), Hamish Dobbie (Hurunui), Angela Oosthuizen (Kaikōura), Suzette van Aswegen (Mackenzie), David Ward (Selwyn), Bede Carran (Timaru), Stefanie Rixecker (Environment Canterbury), Fergus Power (Waitaki)

In attendance:

Maree McNeilly, Amanda Wall, Rosa Wakefield (Secretariat); Dr Te Maire Tau (Three Waters Item 4); Loren Heaphy (CHCHNZ, SIDMP Item 9)

Apologies:

Time	Item	Page	Person
9:00	1. Welcome, introductions and apologies	–	Chair
	2. Confirmation of Agenda	1	Chair
	3. Minutes from the previous meeting	2	Chair
	3.1. Confirmation of minutes of meeting held on 4 Sept 2020		
	3.2. Action points		
	FOR DISCUSSION AND DECISION		
9:05	4. Three Waters		Sam Broughton Hamish Dobbie
9:35	5. Education and training update		Dan Gordon Jim Palmer
9:45	6. Canterbury Mayoral Forum Communications Strategy – draft		Maree McNeilly
10:00	7. Engagement with new Government and Ministers		Jim Palmer
10:15	8. Food and Fibre Innovation Programme – Leftfield Innovation		Craig Rowley
10:30	<i>Morning tea break</i>		
10:45	9. South Island Destination Management Plan		Chair/ChchNZ
	FOR INFORMATION: to be taken as read		
11:05	10. CWMS quarterly update		Jenny Hughey
11:10	11. Canterbury COVID-19 Oversight Group		Jim Palmer
11:20	12. New national direction for regional biodiversity management		Jenny Hughey
11:25	13. River shingle and roading projects		Graham Smith
	14. Climate Change Steering Committee update		Dan Gordon
11:30	15. Chief Executives Forum report		Jim Palmer
	15.1. 3-year work programme incl PFC monitoring		
11:35	16. 2021 Meeting dates and venues	–	Chair
	• Thursday working dinner		
	• Friday meeting		
11:40	17. General business		
12:00	<i>Meeting close</i>		