

# Agenda

## Canterbury Policy Forum

<b>Date</b>	Friday 7 April 2017
<b>Time</b>	12.00pm (lunch) for 12.30pm (meeting commences)
<b>Venue</b>	Council Chambers, Selwyn District Council, 2 Norman Kirk Drive, Rolleston
<b>Attendees</b>	Bill Bayfield (Chair, Environment Canterbury), David Ward (Selwyn), Angela Oosthuizen (Kaikōura), Hamish Dobbie (Hurunui), Mike Roesler (Waitaki), Geoff Meadows and Simon Markham (Waimakariri), Richard Osborne (for Brendan Anstiss) (Christchurch), Mark Low (Timaru), Toni Morrison (Mackenzie), Jill Atkinson (Environment Canterbury), Ronnie Cooper, (Ngāi Tahu), Stuart Duncan (Waimate), David Perenara-O'Connell (Environment Canterbury)
<b>In Attendance</b>	Secretariat: Anna Puentener, Bernadette Sanders (Minutes)
<b>Apologies</b>	Brendan Anstiss (CCC), Vincie Billante (Ashburton), Michael Ross (Waitaki), David Bromell (Secretariat)

<b>Item</b>	<b>Person</b>
1. Welcome, introductions and apologies	Chair
<b>Housekeeping</b>	
2. Confirmation of Agenda	Chair
3. Minutes from the previous meeting	
a. Confirmation of meeting Minutes, 2 December 2016	Chair
b. Action points	Secretariat
<b>For discussion and decision</b>	
4. Climate change and councils' roles in Canterbury	Chair
5. Compliance, monitoring and enforcement of environmental law	Chair
6. Regional submissions 2017	Chair/Secretariat
7. Freshwater management – update	Chair
<b>For information</b>	
8. Regional Forums – new arrangements	Chair
9. Long-Term Plan Working Group update	David Ward
10. Long-Term Plans: Opportunities for collaboration	Richard Osborne
11. Health and Safety Advisors Group update	David Ward
12. Rating and Valuation Services project update	David Ward
13. Canterbury Planning Managers Group update (verbal)	Geoff Meadows
14. Canterbury Mayoral Forum and CREDS refresh (verbal)	Chair/Secretariat
<b>General business</b>	
15. Other matters identified	
16. Next meeting: Friday 7 July 2017	



# Canterbury Policy Forum

Date	Friday 2 December 2016
Time	12.30pm
Venue	Council Chambers, Selwyn District Council, 2 Norman Kirk Drive, Rolleston
Attendees	Bill Bayfield (Chair, Environment Canterbury), Brendan Anstiss (Christchurch), Vincie Billante (Ashburton), Ann Fitzgerald (Timaru), Geoff Meadows and Simon Markham (Waimakariri), David Ward (Selwyn), Fabia Fox (Waimate)
In attendance	Secretariat: David Perenara-O'Connell, David Bromell, Anna Puentener, Bernadette Sanders (Minutes)
Apologies:	Michael Ross and Mike Roesler (Waitaki), Carolyn Johns (Waimate), Mark Low (Timaru), Angela Oosthuizen (Kaikōura), Hamish Dobbie (Hurunui), Toni Morrison (Mackenzie), Jill Atkinson (Environment Canterbury), Maria Bartlett and Rebecca Clements (Te Runanga o Ngai Tahu)

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The meeting commenced at 12.31pm.

## 1. Welcome, introductions and apologies

Bill Bayfield welcomed attendees to the Forum. Apologies were noted and introductions took place around the room.

In light of the recent seismic events in North Canterbury, the importance of the group keeping in touch was noted. On behalf of the Canterbury Policy Forum, participants were asked to extend the thanks of the Canterbury Policy Forum to their Council staff for the assistance and experience provided to the Hurunui and Kaikōura districts.

## 2. Confirmation of Agenda

There were no additions or amendments to the Agenda as previously circulated.

## 3. Minutes from the previous meeting

### a. Confirmation of meeting Minutes

The Minutes from the meeting held 12 August 2016 were accepted as a true and accurate record.

*Ann Fitzgerald/David Ward  
Carried*

### b. Action points

The action schedule was reviewed.

## 4. Working together for Canterbury – a framework for collaboration

David Bromell spoke to the paper, outlining the background of the project and long-standing concerns of forums, in particular future project planning and a request for a cost method allocation. A working group consisting of Bill Bayfield, Andrew Dalziel, Hamish Dobbie, Teresa Wooding, Wayne Barnett and David Bromell was convened and developed a decision framework.

A discussion took place on the four appendices, and the Recommendations, including:

- Agreement to allow a particular piece of work to be led by or in consultation with a technical working group as applicable.

- Appendix 4, para 5: To be amended to reflect that the council charged with leading the submission is to reach agreement with other councils on the joint submission. The Secretariat is responsible for circulating the final draft to Mayors/Chair and CEs for final approval on behalf of the Canterbury Mayoral Forum.
- Appendix 4, para 8: Councils will continue to have the ability to prepare individual submissions outside any 'one voice for Canterbury' submission; the paragraph will be amended to reflect the need for a majority agreement on the submission message to avoid dilution of the submission in the case of individual council submissions, and that any joint submission should note any individual submissions being made.
- Appendix 6: Allocation of costs. The conclusion reached is that there is no single formula that will work for all projects, rather agreement to be reached by all Councils before the commencement of any project, with the project cost allocation to be proposed by the Council leading joint work.
- Councils were requested to submit any existing collaborative agreements to the Secretariat for addition to the Existing Funding Commitments table.
- Recommendation #10 was agreed for inclusion in upcoming Annual Plans; Recommendation #11 to be withdrawn.

Overall, agreement of the continuation of a collaborative process was supported by the Forum to ensure that smaller Councils with fewer resources will have opportunities to participate in projects and submissions.

The commitment by some Councils to the CREDS work streams in terms of budget and resourcing was noted, also the potential reallocation of work streams when the Canterbury Mayoral Forum convenes in February and the CREDS is refreshed. The Briefing to Incoming Mayors will be recirculated to Mayors prior to the February 2017 Mayoral Forum.

**AP: All Councils to submit any existing collaborative agreements to the Secretariat for addition to the existing Funding Commitments table**

**Resolved**

The Canterbury Policy Forum:

- 1 affirmed the principles that Canterbury councils work together:
  - to advocate for the interests of the region, its city and districts
  - to keep decision-making closely connected to local communities
  - when it is more cost-effective to do so
  - as an investment in jointly desired, long-term outcomes.
- 2 affirmed criteria for working together, as agreed by the Chief Executives Forum in May 2016 (Appendix 2)
- 3 agreed to apply the decision framework (Appendix 3) to proposals for significant joint projects
- 4 approved the policy and process for joint advocacy (Appendix 4)
- 5 noted the record of existing funding commitments (Appendix 5)
- 6 noted that there is a range of current and potential formulae that can be applied to sharing the costs of agreed joint work programmes
- 7 agreed that the cost allocation model to be applied in any particular case be agreed, in advance, by the parties
- 8 requested the Chair to report discussion and agreement on this paper to the Chief Executives Forum meeting on 30 January 2017.

All member councils:

- 9 noted expenditure currently committed

- 10 agreed to include a small contingency fund for regional collaboration in Annual Plans for 2017/18.

*David Ward/Brendan Anstiss*  
Carried

## 5. Regional submissions 2017/18

Anna Puentener spoke to the paper, outlining the proposal to decide on which NPSs and NESs will be submitted on, which of those will require a regional submission and which Council or entity might take the lead on those submissions.

An updated Decision Table was circulated, reflecting current regulations and bills. The table was reviewed and prioritised.

Agreement was reached for the Secretariat to circulate the list of prioritised NPSs and NESs to the region with a request for Councils to advise which item/s they have an interest in leading. Councils were requested to consider what other regulations may be upcoming and forward these to the Secretariat.

A brief discussion around the topic of fluoride in water took place, including the responsibilities of the DHB and TAs, and noting the potential for a joint submission from the region. A working group will be formed to review this topic, led by Christchurch City Council, and including Simon Markham.

**AP: Secretariat to circulate the list of prioritised NPSs and NESs to the region's Councils**

**AP: Councils to advise the Secretariat which item/s they have an interest in leading**

**AP: Councils to forward to the Secretariat any other regulations they believe may be upcoming, for consideration**

**AP: CCC to lead development of a regional submission on the Health (Fluoridation of Drinking Water) Amendment Bill**

### Resolved

The Canterbury Policy Forum:

- 1 agreed which regulations, NPSs and NESs require a regional submission
- 2 agreed that the Secretariat will circulate a list of regionally prioritised regulations, NPSs and NESs to Councils with a request for Councils to nominate those items they will lead
- 3 directed the Secretariat to develop a proposal to provide training to Council staff on writing effective submissions, funded from the Forum's training budget, for consideration by the Policy Forum on 7 April 2017.

*Bill Bayfield/David Ward*  
Carried

## 6. Meeting with Minister Joyce – Regional growth partnership

David Bromell spoke to the information item, providing an outline of a recent meeting with Minister Joyce that included Jim Palmer, David Bedford, Jill Atkinson, Tom Hooper and David Bromell, to explore opportunities to launch a Christchurch economic strategy in conjunction with the CREDS, Jim Palmer's work on developing on a story for Canterbury, consideration being given by central government to identification of roading for strategic investment, and the South Island as a single market for tourism.

A recently-convened regional transport forum was outlined, by Bill Bayfield, to discuss collaboration opportunities post-quake, with a focus on roading investment, resilience in the future for the South Island's state highway network and discussion on multi-modal transport options.

## **7. Chief Executives Forum update**

Bill Bayfield provided a verbal update on the Chief Executives Forum held on 31 October 2016, including the Canterbury Drinking Water Reference Group (due to report to the Canterbury Mayoral Forum in February 2017), a technology group working with Spark to consider infrastructure as a service (led by Hamish Dobbie and currently on hold), and the evolution of the Health and Safety 'virtual team' into a regional working group.

David Ward advised that the Rating and Valuation Services project is progressing well and is moving to the next step of looking at an umbrella IT service for all Councils.

The formation of a sub-group of Bill Bayfield, Hamish Dobbie and Karleen Edwards to review all regional forums and technical working groups to identify gaps and focus on utilisation of people assets across the region was noted. A report will be presented to the Chief Executives Forum in January 2017.

## **8. Canterbury Planning Managers Group update**

Geoff Meadows provided a verbal update, briefly outlining the last meeting of the Group in September 2016 that included attendance by the Aggregate Quarry Association of New Zealand. Industry engagement continues, including tourism, and MfE with regards contaminated soils and HAIL site identification. Geoff noted that attendance by planning managers is high, and that discussions on shop trading hours will not be progressed due to lack of consensus around the region.

## **9. Long-Term Plan 2018-28 Working Group**

David Ward provided a verbal update on a recently convened meeting of the Long-Term Plan Working Group, attended by seven Councils and Raymond Horan of SOLGM. Discussions included the potential for a joined-up approach to LTPs around the region, status reports, and options for moving forward.

The benefits of sharing resources and capacity were acknowledged, also the importance of early communication and engagement, and the need for consistency around performance measures. The Group will reconvene in February 2017; Raymond Horan will also attend.

Engagement will also take place with Audit NZ and OAG, particularly around KPIs and section 17a statutory requirements.

## **10. Regional tourism facilities and freedom camping update**

Bill Bayfield provided a verbal update. The information paper, provided by Wayne Barnett, was taken as read.

## **11. Regional Forum meeting schedule 2017**

The meeting schedule was noted.

## **12. General business**

Nil.

## **13. Next meeting**

Friday 7 April 2017, Selwyn District Council, 2 Norman Kirk Drive, Rolleston.

There being no further business, the meeting closed at 2.07pm.

# Action Points

## Canterbury Policy Forum

As at 3 April 2017

Items will be removed once complete.

Date	Subject	Actioned by	Deadline	Status
29.01.16	<b>Local government regulation and CREDS</b> Secretariat to circulate the updated Spark coverage data to Forum members.	Secretariat	ASAP	This project requires dedicated funding – under discussion.
12.08.16	<b>Collaboration</b> Advise who will lead the collaboration monitoring working group. The collaboration monitoring group, when formed, will: <ul style="list-style-type: none"> <li>• Explore the pros and cons of collaborative processes in Canterbury</li> <li>• Develop a framework, based on the BBC model, for when collaboration should be considered, including priorities, stakeholders, issues, costs and benefits.</li> </ul>	Bill Bayfield  Collaboration group	ASAP	Complete
2.12.16	<ul style="list-style-type: none"> <li>• All Councils to submit any existing collaborative agreements to the Secretariat for addition to the existing Funding Commitments table</li> </ul>	All Councils	ASAP	
2.12.16	<b>Regional submissions 2017</b> <ul style="list-style-type: none"> <li>• Circulate the list of prioritised NPSs and NESs to the region's Councils</li> <li>• Advise the Secretariat which item/s they have an interest in leading</li> <li>• Forward to the Secretariat any other regulations they believe may be upcoming, for consideration</li> <li>• Lead development of a regional submission on the Health (Fluoridation of Drinking Water) Amendment Bill</li> </ul>	Secretariat  All Councils  All Councils  Brendan Anstiss, with Simon Markham	ASAP    Due to Select Committee 2 Feb 2017	Complete  Agenda item 6  Agenda item 6  Complete





# Canterbury Policy Forum

# Item 4

**Date:** 7 April 2017

**Presented by:** Bill Bayfield

## Climate change and councils' roles in Canterbury

### Purpose

The attached papers are to inform the Canterbury Policy Forum's initial conversations about climate change and its impact in Canterbury.

### Recommendations

That the Canterbury Policy Forum:

- 1 **discuss** the role of councils in climate change
- 2 **agree** to the formation of a regional climate change working group to progress thinking and planning across the region on adaptation to and mitigation of climate change.

### Considerations

- 1 New Zealand is a signatory to the Paris Agreement (Accord de Paris) – an agreement within the United Nations Framework Convention on Climate Change (UNFCCC) dealing with greenhouse gas emissions mitigation, adaptation and finance, starting in the year 2020. The agreement went into effect on 4 November 2016.
- 2 We could consider that councils have three roles when it comes to climate change:
  - adaptation
  - mitigation
  - what we do in our own organisations.
- 3 As councils, we need to develop our long-term thinking about what Canterbury might look like in 2070 in relation to climate change, what the opportunities and threats could be, and then plan. A regional working group approach has proved to be an effective process for collaboration, establishing regional perspectives, and acting regionally, and climate change is a hot issue that needs our collective focus.
- 4 The attached papers give us a starting point for these conversations.

### *Environment Canterbury's stocktake*

- 5 The Minister for Climate Change Issues set up the Climate Change Adaptation Technical Working Group in July 2016 to provide advice to the government on adapting to the impact of climate change. Note that the Group's scope does not include mitigation.
- 6 The first task of the Group was to stocktake existing adaptation work across central and local government and the private sector. Environment Canterbury's response is attached as Appendix A.

***An overview of Environment Canterbury's climate change work programme***

- 7 In October 2016, Environment Canterbury provided the CWMS Regional Water Committee the attached paper (Appendix B), which outlined the ways that Environment Canterbury and the Zone Committees take climate change into account in regional plans.

## Appendix A: Environment Canterbury's response to the Ministry for the Environment's Climate Change Adaptation Stocktake

This questionnaire is part of a larger work programme the Ministry for the Environment and Climate Change Adaptation\* Technical Working Group are undertaking. The initial draft 'Stocktake' report is due May 2017. In order to have a comprehensive understanding of what is happening across government agencies with regard to adaptation (both what adaptation-related activities you are undertaking and your functions that could affect the ability to adapt to climate change in the future) we need your contribution **by Friday 17<sup>th</sup> February 2017**.

Your responses do not need to be too detailed, short bullet points will be sufficient.

\*We are defining adaptation as the process of adjustment to actual or expected climate and its effects. In human systems, adaptation seeks to moderate or avoid harm or exploit beneficial opportunities. In some natural systems, human intervention may facilitate adjustment to expected climate and its effects. Climate change mitigation (Human intervention to reduce the sources or enhance the sinks of greenhouse gases (GHGs)) is a separate work programme.

Questions	Response	Additional comment
1. What are your business imperatives that could be affected by climate change and how? E.g. effects on vulnerable people, disease spread, infrastructure, resourcing	<ul style="list-style-type: none"> <li>• <b>Biosecurity:</b> Controlling invasive pests and diseases which have a negative impact on our natural environment and which can impact our region's economy. Changing climate may change the risk and mitigation strategies associated with biosecurity incursions, including through changes in habitat.</li> <li>• <b>Biodiversity:</b> Preserving and safeguarding landscapes, ecology and cultural heritage values – changing climate may directly affect native species through changing climatic conditions and reducing/shifting habitat.</li> <li>• <b>Natural hazards:</b> Identifying, assessing and managing increasing risks from natural hazards: <ul style="list-style-type: none"> <li>○ Flood protection works – changes in the extent and frequency of extreme weather events has implications for river flood risk and associated flood protection systems and infrastructure.</li> <li>○ Where coastal water bodies (e.g. lakes and river mouths) are managed for flood protection through mechanical opening to the sea, any climate change induced increase in sea levels will affect the operational limits in which this activity can be undertaken, and more frequent extreme events may increase the frequency of this work being necessary.</li> <li>○ Managing the effects of climate change on the regional hazard landscape – increasing coastal erosion, seawater inundation, more</li> </ul> </li> </ul>	

	<p>volatile weather patterns, increased frequency and severity of floods, fires, storms and droughts.</p> <ul style="list-style-type: none"> <li>• <b>Transport:</b> <ul style="list-style-type: none"> <li>○ Sea level rise and extreme weather events is likely to increase risk to the region’s transport network, particularly levels of service and costs associated with coastal and alpine routes and harbours.</li> </ul> </li> <li>• <b>Civil Defence and Emergency Management</b> <ul style="list-style-type: none"> <li>○ Ensuring adequate preparation and responsiveness to civil defence emergencies to reduce the consequences of natural hazard events.</li> <li>○ Cost of responding to more frequent and extreme natural hazard events as a result of climate change.</li> </ul> </li> <li>• <b>Freshwater:</b> <ul style="list-style-type: none"> <li>○ Understanding and managing our surface and groundwater systems to ensure security of supply while maintaining community-agreed values, reflecting any forecast changes in the region’s climate.</li> <li>○ Continuing to enable the appropriate development and use of irrigation infrastructure in Canterbury to meet the community’s needs as weather patterns evolve.</li> <li>○ Some development opportunities in adapting to climate change such as areas becoming more suitable for horticulture.</li> </ul> </li> <li>• <b>Mana whenua</b> <ul style="list-style-type: none"> <li>○ Supporting our Tuia partnership with Te Rūnanga o Ngāi Tahu – their resources and values of importance may be impacted by climate change</li> </ul> </li> </ul>	
<p>2. What work is your organisation currently doing on climate change adaptation or planning to do over the next three years, including work on natural hazards, risks and resilience which has implications for climate change adaptation?</p>	<ul style="list-style-type: none"> <li>• <b>Strategy:</b> <ul style="list-style-type: none"> <li>○ The impact of climate change was identified as a key driver of change in the Long Term Plan 2015-25.</li> <li>○ A climate change work programme has been initiated in 2016/17 to support existing work and to inform the Long Term Plan 2018-28.</li> <li>○ Continue existing activities and providing advice to our Council so they can provide direction on climate change if desired for the Long Term Plan for 2018-28.</li> <li>○ Working collaboratively with national government and other local authorities on development and implementation of the NPS for Natural Hazards.</li> <li>○ Coordinating Canterbury’s Regional Approach to Managing Natural Hazard Risk, (including climate</li> </ul> </li> </ul>	

	<p>change), which sets out activities under four workstreams to be delivered over the next two years. The work programme will provide a foundation for, and inform, a more comprehensive work programme for the longer term. This is a collaborative initiative involving all Canterbury local authorities and Civil Defence.</p> <ul style="list-style-type: none"> <li>○ Moving from collaborative planning to collaborative implementation, including cross-agency work and established groupings (e.g. Zone Committees) which can be useful in community engagement, education and adaptation processes.</li> </ul> <ul style="list-style-type: none"> <li>● <b>Planning:</b> <ul style="list-style-type: none"> <li>○ The Canterbury Regional Policy Statement 2013 recognises climate change as an issue that is anticipated to have significant impacts on the way we live in Canterbury. It takes an integrated approach to climate change, and requires planning for and responding to the effects of climate change in managing the region’s natural resources.</li> <li>○ The Regional Coastal Environment Plan Review – Under the NZCPS we manage coastal hazard risks, including taking into account climate change.</li> <li>○ The Waimakariri and Orari-Temuka Opihi-Pareora sub-regional planning processes –These two zones face some of the greatest issues in future proofing their irrigation infrastructure, including factoring in climate change.</li> <li>○ Proposed Regional Pest Management Plan – climate data has been factored into the proposed plan to better understand which parts of the region will become more or less susceptible to various pests. The proposed plan aims to better prevent and manage new pest incursions, some of which may be more likely to survive and thrive in our region with climate change.</li> <li>○ Supporting Regenerate Christchurch in their development of Regeneration Plans, noting that some of the land in the Residential Red Zone is low-lying.</li> </ul> </li> <li>● <b>Science:</b> <ul style="list-style-type: none"> <li>○ Collection and analysis of sea level, wave and coastal sediment budget data.</li> <li>○ Investigations and modelling that are a part of zone-specific solutions</li> </ul> </li> </ul>	
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	<p>to deliver the Canterbury Water Management Strategy targets. This includes modelling 'demand' that takes into account likely changes in flows, evapotranspiration and water takes in response to climate change.</p> <ul style="list-style-type: none"> <li>○ Working with key agencies (e.g. NIWA) to ensure modelling work reflects latest knowledge of climate change possibilities.</li> <li>○ Development of a science strategy including identification of long-term trends in use and management of the natural environment. A component of this is a workshop in 2017 on 'sustainability in dry conditions' - the outcomes from this workshop will inform the Long Term Plan 2018-28.</li> </ul>	
<p>3. What does your organisation plan to do on adaptation in the future (e.g. over the next 10 years)? (including policy, non-regulatory work interventions)</p>	<ul style="list-style-type: none"> <li>● Our climate change programme of work involves: <ul style="list-style-type: none"> <li>○ the activities outlined in #2 above;</li> <li>○ providing advice to our Council on additional climate change related activities for inclusion in the Long Term Plan 2018-2028;</li> <li>○ implementing the Long Term Plan;</li> <li>○ responding to national direction such as NZCPS and upcoming NPS on Natural Hazards; and</li> <li>○ continuing to review and refine our activities to reflect the latest information and guidance on climate change trends, threats and opportunities, and associated response strategies.</li> </ul> </li> </ul>	
<p>4. What barriers/difficulties is your organisation facing in planning for the impacts of climate change and in carrying out adaptation work?</p>	<ul style="list-style-type: none"> <li>● There are multiple national players involved – a lack of co-ordinated national leadership of risk reduction in general and climate change particularly.</li> <li>● Lack of national direction specifically on climate change adaptation and how this fits with other priorities.</li> <li>● Some uncertainty on how to approach aspects of natural hazard risk management while we wait for the National Policy Statement for natural hazards, for example roles and responsibilities of regional councils versus Territorial Authorities.</li> <li>● Balancing an inherently slow moving regulatory/planning process with constantly evolving information on climate change trends, threats and opportunities, and broad and evolving community expectations.</li> <li>● Lack of experience in application of risk management frameworks for developing adaptive plans and programmes to manage climate change risk.</li> <li>● Managing diverse stakeholder expectations around climate change – including perceptions of our role and potential to contribute to both adaptation and mitigation.</li> </ul>	

	<ul style="list-style-type: none"> <li>• The challenge in communicating and engaging with the public over all facets of climate change, including the science, the development of a policy response and encouraging and enabling behaviour change.</li> <li>• Access to quality data and information is critical, and best enabled through a collaborative approach to its collection, use, curation and reuse. There is a national need for an agreed data protocol with regard to shared &amp; standardised meta-data.</li> <li>• Limited opportunity to leverage disruptive technologies that can accelerate information creation and response (e.g. drones, AI, future forecast models, etc), but require co-ordinated rather than case-by case approaches due to cost and/or time efficiency.</li> <li>• NIWA is a Crown Research Institute and is the main holder of science/technical information on climate change. This model of science advice prioritises delivering profit to central government and therefore encourages NIWA to work on a council-by-council basis rather than delivering national advice.</li> </ul>	
<p>5. Do you perceive any gaps in the government-wide approach to climate change adaptation?</p>	<ul style="list-style-type: none"> <li>• Little national ownership of risk reduction – emphasis is focused on readiness, response and recovery.</li> <li>• A lack of co-ordinated national leadership of climate change adaptation, with multiple national players involved.</li> <li>• A lack of national government direction and guidance provided to local authorities on adaptation, to inform strategy and planning processes, for example on roles and responsibilities, modelling the effects of climate change, and how work on climate change mitigation and adaption should fit with other priorities.</li> <li>• Little central monitoring of climate change adaptation activity or outcomes achieved.</li> <li>• Dispersed information and guidance on climate change.</li> <li>• A lack of agreed data protocols &amp; standards that help inform a national approach, yet allow for regional, contextual differences would be helpful.</li> <li>• There may be value in establishing a TAG to explore the opportunities offered by disruptive technologies, and how we can better use these to support climate adaptation.</li> <li>• An agreed set of measures could prove useful to help set priorities and focus tight resources in the best, most effective areas for the region &amp; country.</li> </ul>	
<p>6. How do any gaps you have identified in question 5 impact the ability of your organisation</p>	<ul style="list-style-type: none"> <li>• Difficult for the organisation to prioritise climate change adaptation work as other issues – including those with strong central</li> </ul>	

<p>to effectively address the impacts of climate change?</p>	<p>government directives take priority – lack of a mandate. For example, central government requires regions to identify a small number of priority issues to focus investment in roads. There is no direction that climate change adaptation be one of those issues. Local government need to prioritise many competing demands so climate change adaptation can end up dropping down orders of priority.</p> <ul style="list-style-type: none"> <li>• Climate change adaptation initiatives are largely undertaken reactively (particularly given the absence of strong central government direction) – while Environment Canterbury has developed a programme that aims to co-ordinate work, a greater mandate and direction would be needed from central government to co-ordinate a comprehensive response.</li> <li>• There is a lack of a consistent basis to make resource management decisions on climate change adaptation.</li> <li>• Environment Canterbury’s regional planning processes are impacted by the uncertainty of what priority to give climate change adaptation. This affects community engagement processes, and statutory processes.</li> </ul>	
<p>7. What work would your organisation be doing on climate change adaptation if the barriers/difficulties/gaps you identified in questions 4 and 5 did not exist?</p>	<ul style="list-style-type: none"> <li>• If the barriers/difficulties/gaps did not exist then Council would have a different range of options in which to exercise their role. We do not have an agreed Council response to this question, as it is a hypothetical scenario. However:             <ul style="list-style-type: none"> <li>○ A clear mandate from central government could elevate the priority level assigned to climate change adaptation in the organisation, including impacting Long Term Plan provisions for a proactive work programme.</li> <li>○ National direction and guidance would clarify many areas of adaptation planning including roles and responsibilities, and consistent modelling. This would provide greater clarity for engagement and statutory processes. It would also support us working better for the Canterbury territorial authorities.</li> <li>○ It would be possible to develop and lead a regional climate change adaptation strategy in response to government direction and guidance.</li> </ul> </li> </ul>	



## Appendix B: Paper to the CWMS Regional Water Committee on Environment Canterbury's Climate Change Work Programme

<b>AGENDA ITEM NO:</b>	<b>SUBJECT MATTER: ECAN RESPONSES TO CLIMATE CHANGE</b>
<b>REPORT:</b> Regional Water Management Committee	<b>DATE OF MEETING: 11 October 2016</b>
<b>REPORT BY:</b> Ronnie Cooper and Barbara Nicholas, Environment Canterbury	

### PURPOSE

To brief the committee on how climate change is taken into account in the work of ECan.

### BACKGROUND

In August 2016 the Regional Committee received a presentation from Brett Mullan of NIWA on climate change. Following discussion, it was agreed that a short report would be submitted to the committee on how Environment Canterbury are considering climate change in their work.

### DISCUSSION

#### Central and local government responsibilities

The role of local government is to focus on the **consequences** of extreme weather events and changing climate patterns for their regions and communities, and to plan and prepare for managing and minimising the **effects** of these trends on environmental and community sustainability. This is climate adaptation. Councils' work is shaped by a number of legislative and statutory requirements (e.g. the Local Government Act, Resource Management Act, Biosecurity Act, National Policy Statements, CDEM Act) and informed by national guidelines.

The other aspect of climate change is mitigation, or the reduction of Greenhouse Gases that cause climate change. New Zealand's emissions of greenhouse gases, emissions reduction under the Kyoto Protocol, and emissions trading mechanisms, are addressed by **central government** through climate change policies and strategies.

#### Environment Canterbury's responses to climate change

The 2012-22 *Long Term Plan* acknowledged the potential impacts of climate change and the influence of these impacts on the work of Environment Canterbury. The council's focus was on **adaptation and planning to provide a relevant local response** (p 7). Extreme and more volatile weather, increased frequency and severity of floods and storms, and sea level rise were noted as issues for the council's work in Coastal Hazards, Emergency Management and Natural Hazards (pp 41, 50, 60).

The 2015-25 *Long Term Plan (LTP)* is framed within the strategic contexts of three significant emerging trends that will influence the region's future:

- Demographic changes
- Economic developments
- Changing weather patterns and climate, and the need to be prepared for more volatile and extreme conditions.

The priorities and activities in the LTP reflect Environment Canterbury's assessment of the implications of these emerging trends or '**drivers of change**' over the ten-year timeframe to 2025.

Climate change is factored into many dimensions of Environment Canterbury's work:

1. Canterbury Water Management Strategy (CWMS). This was initially driven by a concern to future proof the region to cope with extreme weather (particularly drought). The CWMS is the number one strategic priority and programme of works for Environment Canterbury, focused on how to protect reliability and distribution of water to ensure a full range of values is protected and the region is resilient in the face of changing demands on the resource.

Within CWMS climate change informs the regional approach to infrastructure development, with the attention on shifting supply to alpine rivers, resulting in a shift from groundwater and hill fed and lowland streams. It is also integrated into all zone-specific modelling to identify issues and options for managing water quality and quantity, and Central Government guidance has been applied to assess specific effects on lowland streams, groundwater etc.

2. Flood hazard modelling and management. Flood Hazard Modelling takes climate change into account, using the most current national guidance for undertaking climate change/sea level rise inputs and sensitivity analyses.

Flood management works draw on MfE guidance as new works are required (e.g. for the recent Washdyke upgrade sensitivity to sea level rise and increased flood frequency influenced final freeboard allowance). Climate change is also potentially a long term issue for a relatively small number of current structures as the risk of bank overtopping is likely to increase over time if the design standard is not raised.

3. Coastal hazard modelling and management. Current coastal hazard zones are modelled on historic rates of coastal erosion and project that historic rate into the future. However, hazard zones currently do not account for recent projections of sea level rise over a 100 year time period (the minimum time period stipulated in the NZ Coastal Policy Statement for consideration of hazards). Coastal erosion hazard maps (in the Regional Coastal Environment Plan) are being reconsidered as part of a wider review of the Coastal Plan.

A regional approach to hazard management has been established, working alongside territorial authorities and Civil Defence. This regional approach is a working group of the Canterbury Mayoral Forum.

4. Biosecurity – Regional Pest Management Plan. Climate data has been factored into the Regional Pest Management Plan review to better understand which parts of the region will become more or less susceptible to various pests. The proposed plan aims to better prevent the management of new incursions, some of which may be more likely to survive and thrive in our region with possible changes of climate.
5. Planning. Environment Canterbury's Resource Management Planning works within a framework provided by national legislation (in particular the RMA and LGA), and associated national policy statements, and national standards. In that context Environment Canterbury develops its Policy Statements and Plans. Further detail on the statutory requirements is given in Appendix 1-2.

- Climate change factors are also considered in urban development planning documents such as the Urban Development Strategy (UDS) and also help to inform TA district plans around decisions for development and housing and the associated risks, plus down to things like floor heights.

In addition, central government develops non-statutory guidelines which inform decisions at regional and district level (e.g for calculating sea level rise). A National Policy Statement on Natural Hazards is on the books for 2018.

6. Science work in this area includes

- Investigations and modelling that is a part of zone-specific solutions to deliver CWMS targets. This includes modelling 'demand' that takes into account likely changes in flows, evapotranspiration and water takes in response to climate change;
- A science strategy that includes work to identify long-term trends in use and management of the natural environment. A component of this is a workshop in early 2017 on 'sustainability in dry conditions'. This will involve both internal and external people , and the outcomes will feed into the Long Term Plan 2018-28;
- Keeping in touch with relevant research at CRIs and universities, including possible impacts of climate change on biodiversity.

7. Transport. Environment Canterbury is mindful of the impact of transport on greenhouse gas emissions, and takes this into consideration in all its decisions, e.g. the inclusion of hybrid-electric vehicles in its fleet.

8. While climate change is looked at in the long term, in the short term Environment Canterbury recognises severe events that occur in our region and responds accordingly. At the moment we are ensuring that staff across our organisation, including consents, and compliance are fully aware of the drought impacts on North Canterbury.

## **RECOMMENDATIONS**

### **That the committee**

- note the various ways in which Environment Canterbury takes account of the possible impacts of climate change

## Appendix 1: Local Authority Statutory Responsibilities: Adaptation to Climate Change

### Resource Management Act 1991:

- RMA s7(i): councils shall have particular regard to the effects of climate change
- RMA s5(2): sustainable management is to enable social, economic and cultural well-being and health and safety while
  - sustaining the potential of natural and physical resources... to meet the reasonably foreseeable needs of future generations
  - safeguarding the life-supporting capacity of air, water, soil, and ecosystems...
- proposed amendments to the RMA include additions to require councils to recognise and provide for the management of significant risks of natural hazards, and the efficient provision of infrastructure, as matters of national importance
- RMA S2(1): natural hazard is defined as ‘any atmospheric or earth or water related occurrence (including earthquake, tsunami, erosion, volcanic and geothermal activity, landslip, subsidence, sedimentation, wind, drought, fire, or flooding) the action of which adversely affects or may adversely affect human life, property, or other aspects of the environment’ – references to natural hazards identification, record-keeping and management in s35(5)(j) [information] and s62 [Regional Policy Statements]

### Resource Management (Energy and Climate Change) Amendment Act 2004:

- s3(b)(i): the purpose of this Act is to amend the [RMA] ... to require local authorities to plan for the effects of climate change.

### Local Government Act 2002:

- LGA s10(1)(b): the purpose of local government includes meeting the current and future needs of communities for good-quality local infrastructure, local public services – s10(2) defines good-quality as efficient, effective, and appropriate to present and anticipated future circumstances
- LGA s11A: local authorities must have particular regard to the contribution of... (d) the avoidance or mitigation of natural hazards
- LGA Amendment Bill (No 3): includes a requirement for councils to prepare and adopt, as part of Long Term Plans from 2015, a 30-year infrastructure strategy (Clause 34).
- NZ Coastal Policy Statement 2010:
- Policy 3 requires adoption of a precautionary approach for the use and management of coastal resources potentially vulnerable to effects from climate change
- Policy 24 requires the identification of areas in the coastal environment that are potentially affected by coastal hazards, and assessment of hazard risk over at least 100 years having regard to
  - a) physical drivers and processes that cause coastal change including sea level rise
  - b) ... long-term natural dynamic fluctuations of erosion and accretion...
  - d) the potential for inundation of the coastal environment...
  - e) cumulative effects of sea level rise, storm surge and wave height under storm conditions...
  - f) the effects of climate change including effects on storm frequency, intensity and surges.

## Appendix 2: Environment Canterbury Policies and Plans in relation to climate change

### Environment Canterbury Policies and Plans:

As the regional council, we have a broad **regional leadership** role, and a mandate to focus on the wider region and work in collaboration with TAs, Ngāi Tahu, key groups and communities to develop strategies and programmes for Canterbury as a whole.

In 2007, Environment Canterbury undertook an *Analysis of the policy considerations of climate change for the Review of the Canterbury Regional Policy Statement*. This study surveyed change at global, national and regional levels, and assessed the effects on Canterbury's natural resources (land, coastal and marine areas, freshwater, indigenous biodiversity, pest species, production systems, and air) and effects on physical resources.

The 2013 *Canterbury Regional Policy Statement* (CRPS) acknowledges the implications of changing weather for our region and the sustainability of natural systems and communities:

*The future well-being of the region is dependent on the community being able to adapt to these changes. Building resilience into development is crucial to ensuring the foreseeable needs of future generations are provided for... Where there is insufficient information, a precautionary approach is needed (Canterbury RPS 2013, p 7).*

The CRPS includes provisions for:

- appropriate design and location of development (Issue 5.1.2, p 29)
- ensuring the abstraction and use of fresh water for economic well-being, to respond to projected changes in weather patterns, rainfall, river flows and temperature (Issue 7.1.4, p 53)
- harvest and storage of water to provide resilience to the impacts of climate change on Canterbury's productivity and economy (Policy 7.3.10, p 67)
- improving knowledge of the coastal environment and resources, as the base for assessing the effects of change and identifying areas and resources at risk (Issue 8.1.1 and Policy 8.3.1, pp 72 and 78), and assessing the effects of climate change and coastal erosion (Issue 8.1.7, p 75)
- taking into account the effects of coastal erosion, climate change and sea level rise in the management of regionally significant infrastructure in the coastal environment (Policy 8.3.6, p 83)
- an integrated management approach for Canterbury's indigenous biodiversity that anticipates effects from increased extreme weather events, temperature changes, sea level rise, changed species distribution and increased threats from pests and disease (Policy 9.3.3, pp 93-94)
- preparedness for the impacts of extreme weather events, climate change and sea level rise (Chapter 11, pp 110-122), in particular:
  - recognising and providing for the effects of climate change, and its influence on sea levels and the frequency and severity of **natural hazards** (Issue 11.1.5, p 112, Objective 11.2.3, p 113, Policy 11.3.8, p 120)
  - avoiding inappropriate development and critical infrastructure in **high hazard areas** (Policies 11.3.1, p 114, and 11.3.4, p 117)

- taking account of more frequent droughts, extreme weather events and changing climate in the protection of Canterbury's **soils** from erosion and degradation (Issues 15.1.1 and 15.1.2, Objectives 15.2.1 and 15.2.2, pp 146-148).

The 2014 Canterbury *Land and Water Regional Plan* also acknowledges increasing demand for water for irrigation, and for harvesting and storing water, in response to changes in rainfall patterns and reduced groundwater recharge (p 1-3).

The *Regional Coastal Environment Plan* (RCEP) is being reviewed, and this includes consideration of methods to address coastal hazards and give effect to the NZCPS requirements for identifying and managing coastal hazard risk.

#### Reports of interest

Society for Local Government Managers (SOLGM), August 2016. *Building Community Resilience*. [http://www.solgm.org.nz/Category?Action=View&Category\\_id=1258](http://www.solgm.org.nz/Category?Action=View&Category_id=1258)

SOLGM, August 2015. *Climate change: Local government can make a difference*. [https://12233-console.memberconnex.com/Attachment?Action=Download&Attachment\\_id=552](https://12233-console.memberconnex.com/Attachment?Action=Download&Attachment_id=552)

### Appendix 3: Local Government NZ

Local Government NZ has undertaken a number of recent initiatives to support New Zealand councils and communities in responding to climate change and its impacts.

In April 2016 LGNZ announced that it will be developing a new climate change position statement to update the 2009 position statement (see text below). The new position statement is expected later in 2016.

In December 2015 LGNZ presented the *Local Government Leaders Climate Change Declaration*, signed by Mayors of 31 NZ councils (<http://www.lgnz.co.nz/assets/Mayors-Climate-Change-Declaration-Dec.pdf>). The *Declaration* acknowledges the importance and urgent need to address climate change for the benefit of current and future generations, and outlines key commitments for councils to respond to the opportunities and risks posed by climate change. These commitments include action plans to support resilience, and working with communities and central government. The *Declaration* is guided by 7 Principles: Precaution; Stewardship / Kaitiakitanga; Equity / Justice; Anticipation (thinking and acting long-term); Understanding; Cooperation; and Resilience.

The LGNZ *Leaders Position Statement on Climate Change* was published in 2009 (<http://www.lgnz.co.nz/assets/Uploads/Our-work/NH-Local-Govt-Leaders-Position-Statement-on-Climate-Change.pdf>)

### LOCAL GOVERNMENT LEADERS POSITION STATEMENT: CLIMATE CHANGE (2009)

#### ***Our Position on Climate Change:***

We recognise that we must respond to both the actual and potential physical impacts of climate change.

We understand that there are challenges, risks and opportunities for local communities in responding to and managing the impacts of climate change.

We recognise that action now will reduce the future threats and costs of climate change. We know we must plan ahead.

Solutions to climate change challenges will not be a matter of “one size fits all” and we recognise that climate change impacts on communities will vary around New Zealand.

Councils will individually show leadership and environmental responsibility by adopting mitigation and adaptation practices that fit with their community’s needs and aspirations.

We have an active interest in shaping Central Government’s mitigation policy. We will assist Central Government help local communities to prepare for climate change.

We will work with Central Government to make sure information and research is accessible to our communities. It should help them make informed choices about responding to climate change risks and opportunities.

***Our Position on Adaptation to Climate Change:***

We have a responsibility to help our communities prepare for and to adapt to the physical effects of climate change.

We will build on the existing work of Councils and communities – recognising that “business as usual” will not get us to where we need to be and that a community-wise effort will be needed to address the impacts of climate change.

Councils will support and actively engage with initiatives that provide guidance and expert advice on adaptation that can be applied at the regional and local level.

We will seek Central Government’s support for the development of climate change information and modelling that delivers “local numbers” for local use.

We acknowledge that we will often need to lead on developing engineering and resilience responses to climate change impacts.

Councils will ensure that Resource Management and Local Government legislation is used to encourage adaptation to climate change – particularly when dealing with land-use change.

***Our Position on Climate Change Mitigation:***

It is Central Government’s role to engage internationally on climate change and to lead mitigation action on behalf of New Zealand.

We have an active interest in providing advice to Central Government on the local consequences of, and the opportunities presented by, international and national policies to reduce greenhouse gas emissions.

Councils will choose their own mitigation projects to meet Central Government requirements and to assist in delivering New Zealand’s emission reduction targets.

Councils will support individuals, communities and businesses to lower their emissions and will advocate for Central Government to develop tools that will assist the development of low carbon options for goods and services.

## Appendix 4: Ngāi Tahu responses to climate change

### **Iwi Management Plans**

*Mahaanui* is the 2013 Management Plan prepared by six Papatipu Rūnanga of Ngāi Tahu (Ngāi Tuāhuriri Rūnanga, Te Hapū o Ngāti Wheke (Rāpaki), Te Rūnanga o Koukourārata, Ōnuku Rūnanga, Wairewa Rūnanga and Te Taumutu Rūnanga). It includes (p 71) the rūnanga policy on Climate Change, noting that climate change could have significant impacts on the relationship of Ngāi Tahu and their culture and traditions with their ancestral land, water, sites, wāhi tapu and other taonga.

*Mahaanui* Policy R3.3 states a requirement that ‘local authorities recognise and provide for the potential effects of climate change on resources and values of importance to Ngāi Tahu, for example:

- a) effects of sea level rise on coastal marae and coastal wāhi tapu, including urupā

- b) increased salination of rivers and hāpua, affecting mahinga kai resources and customary use
- c) warming of oceans and effects on marine ecosystems, including those on the sea floor
- d) changes to the amount of rainfall, and effects on aquifer recharge
- e) lake management regimes, including the opening of Te Waihora and Te Roto o Wairewa to the sea, and
- f) changes to the habitats of indigenous flora and fauna, including taonga species.'

Policy R3.4(a) and (c) provide for 'urban planning to reduce transport emissions' and 'improved farming practices to reduce emissions.'

Policy R3.6 requires that 'restoration planning for wetlands and lagoons must take into account the potential for future sea level rise associated with climate change.'

The 2011 Synthesis Report on *Kaitiaki Targets* (Tipa & Associates) with recommendations to the CWMS Strategic Framework notes (p 13):

The current situation is made more complicated and urgent by the impacts of a changing climate. [NIWA] research notes that flows in Alps-fed streams are likely to increase in winter and spring and decrease in summer and autumn. Flows in lowland streams in the east are likely to decrease with the drier local climate. This highlights the need to manage the seasonal and spatial variability of water resources of Canterbury.



# Canterbury Policy Forum

# Item 5

**Date:** 7 April 2017

**Presented by:** Bill Bayfield

## Compliance, monitoring and enforcement of environmental law

### Purpose

This paper summarises high level findings that are relevant to councils of the Environment Defence Society (EDS) report on the enforcement of environmental law in New Zealand.

The paper proposes that, in response to the report's recommendations, the Canterbury Policy Forum establishes a compliance, monitoring and enforcement (CME) working group.

### Recommendations

That the Canterbury Policy Forum:

- 1 **discuss** the relevant findings of the EDS report *Last Line of Defence – compliance, monitoring and enforcement of New Zealand's environmental law*
- 2 **note** that Environment Canterbury is in a position to provide advice and guidance, and co-ordinate networking across the region's councils in their work on compliance, monitoring and enforcement
- 3 **note** that Chief Executives will consider setting up a regional compliance, monitoring and enforcement working group.

### Background

- 1 The EDS published their latest report early this year (2017) *Last Line of Defence, compliance, monitoring and enforcement of New Zealand's environmental law*, by Marie Brown.
- 2 The report looks at the role and importance of enforcing environmental compliance, and provides a snapshot of the approach taken in New Zealand. It explores the difficulties of enforcement, identifies areas of innovation, and proposes some potential solutions.

### Key findings

- 3 The enforcement of environmental law is complex, sometimes severely under-resourced, and often politicised. For legislation to achieve its intention, to maintain public confidence in enforcement agencies and to protect the environment, the report finds that significant improvement should occur in the following areas:
  - enhancing the legal basis of enforcement, i.e. law that is clear, robust and fit for purpose
  - bolstering capacity and capability of agencies
  - ensuring regulator independence
  - tracking progress and auditing outcomes.

## General recommendations for all councils

- 4 The report notes that councils have not been well supported or guided in the compliance, monitoring and enforcement of environmental law.
- 5 As a result, the range of practice among councils is wide, and there is a difference between regional and unitary councils' CME capability and capacity and that of district and city councils.
- 6 General recommendations for councils include the following:
  - strengthen linkages between policy and planning functions and CME functions so that rules are coherent and compliance can be clearly determined
  - ensure staff are adequately trained in basic investigative skills
  - develop comprehensive cost-recovery approaches to alleviate the burden on ratepayers
  - develop and publicise a prosecution or enforcement policy and incorporate best practice approaches
  - clarify expectations regarding the separation of governance and operations for CME functions, e.g. through implementing engagement protocols between staff and elected representatives.

## Recommendations for regional, district and city councils

- 7 The report recommends that regional (and unitary) councils:
  - provide leadership to territorial authorities, as resources allow, by providing advice, guidance and co-ordinating networking
  - continue to co-ordinate at a national level, and provide input to initiatives at a national scale (especially performance indicators in the NMS).
- 8 District and city councils are encouraged to:
  - acquire dedicated staff who are appropriately trained to undertake compliance, monitoring and enforcement activities
  - continue to seek opportunities to network with other councils, participate in sector initiatives, and share resources wherever possible.

## Proposed action

- 9 Drawing on the recommendations above and building on existing collaboration frameworks in Canterbury, we suggest the establishment of a regional working group that builds on current capability and shares advice and guidance on compliance, monitoring and enforcement.

# Canterbury Policy Forum

# Item 6

**Date:** 7 April 2017

**Presented by:** Bill Bayfield

## Regional submissions 2017

### Purpose

This paper invites:

- decision on which councils and/or working groups will lead the development of regional submissions during 2017
- approval of a workshop for staff on writing submissions.

### Recommendations

That the Canterbury Policy Forum:

- 1 **agree** which legislation and national policy instruments require a regional submission in 2017
- 2 **agree** which councils and/or working groups will lead development of regional submissions
- 3 **approve** a one-day workshop for Canterbury council staff on submission writing.

### Background

- 1 The Policy Forum's Terms of Reference are to:
  - ensure a strong local government 'voice' on issues affecting Canterbury
  - reduce duplication of policy effort and, as a result, work more effectively and efficiently together
  - provide support to smaller councils when assessing national and regional policy initiatives
  - facilitate communication and engagement with Ngāi Tahu
  - practice working together in ways that support innovation, collaboration and joint initiatives.
- 2 As we have worked together on this since 2013, we identified a need to clarify a policy and process for joint submissions. On 3 February 2017, the Chief Executives Forum approved the policy and process attached as Appendix A.

## Regional interests

- 3 On 2 December 2016, the Forum considered an initial stocktake of upcoming legislation and national policy instruments and directed the secretariat to consult with member councils on:
  - their interest in these issues
  - any other legislative proposals or national policy instruments that were missing from the list
  - their capacity to lead development of a regional submission.
- 4 Six councils responded to the request. Their interests are shown in the table in Appendix B. No territorial authorities offered to lead regional submissions, although some indicated willingness to be part of a working group.

## ‘One strong Canterbury voice’

- 5 In February 2017, Christchurch City Council led a regional submission on the Health (Fluoridation of Drinking Water) Amendment Bill on behalf of the Canterbury Mayoral Forum. Mayors Damon Odey and David Ayers presented to the Health Select Committee on 22 March 2017. The Committee commented on the conciseness and clarity of the submission, and observed that the submission raised important issues that they had not heard from other submitters.

## Workshop on writing effective submissions

- 6 On 2 December 2017, the Forum asked the Secretariat to identify options for training on writing effective submissions, to be funded from the Forum’s training budget.
- 7 The Office of the Clerk of the House of Representatives (OOC) can provide training tailored for our purposes. Staff members from Select Committees Services deliver a 45–90 minute workshop and cover the role of select committees, how to make a written and verbal submission, where to find information and key contacts, and ‘tips and tricks’.
- 8 To complement the OOC input, the Secretariat is able to provide practical training on the skill of writing submissions, and on the process for developing and obtaining agreement on regional submissions.
- 9 David Bromell, Principal Advisor, Regional Forums Secretariat, has recently published a book, *The Art and Craft of Policy Advising: A Practical Guide* (Springer, 2017 – refer attached flier). David will deliver the writing component of the workshop.
- 10 There is no cost to the OOC training and it can take place in Christchurch. The Secretariat will circulate options for dates when they are available from OOC. The only costs to the Forum, therefore, are for the venue (if there is a fee) and catering.
- 11 We propose that councils cover the costs of staff travel and accommodation (where necessary) to attend the workshop.

## Appendix A: One strong voice for Canterbury

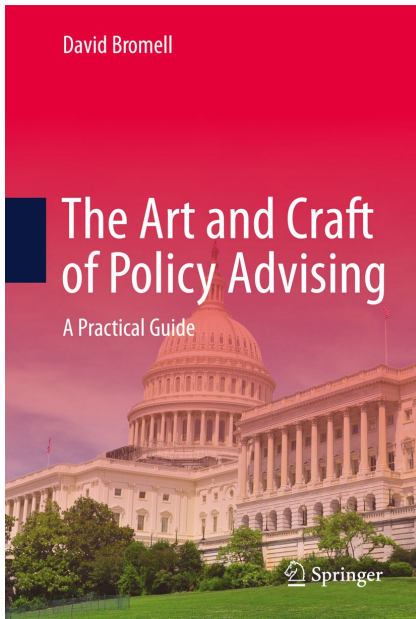
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1. Some reasons for establishing the Canterbury Policy Forum in 2013 were to:
  - identify issues affecting Canterbury and investigate whether they can benefit from collaboration and/or joint advocacy
  - reduce duplication of policy effort and, as a result, work more effectively and efficiently together
  - provide support to smaller councils when assessing national and regional policy initiatives.
  
2. Member councils agree that an issue impacts significantly on Canterbury on a regional or sub-regional basis, EITHER:
  - through the Mayoral Forum
  - through horizon scanning of what's coming at us – as a standing item on the Policy Forum agenda, AND/OR
  - by a member council raising it with other councils and the relevant Forum Chair by email and/or a teleconference call, AND/OR
  - by the Secretariat alerting the relevant Forum Chair, in response to an invitation or opportunity to submit on an issue.
  
3. The relevant Forum or its Chair identifies and commissions a lead council or councils to prepare a draft joint submission in consultation with member councils and with the support of, and in consultation with, technical working groups as appropriate. The lead council is to reach agreement with other councils on the joint submission.
  
4. Our Mayors are committed to 'standing together for Canterbury' to secure the best possible outcomes for our region and its communities. It is accepted and to be expected, however, that Mayors will not be of a single mind on every issue, and that joint submissions may need to express majority/minority views and do not require unanimity. Mayors and member councils reserve the right to make individual submissions.
  
5. Regional submissions as agreed are normally signed by the Chair of the Mayoral Forum and/or the lead Mayor of relevant Canterbury Regional Economic Development Strategy work programmes. Wherever possible, Mayors request a joint appearance (in person or by teleconference) before select committees and government inquiries.
  
6. The Secretariat's role is to support process and facilitate decision making by:
  - circulating a final draft to all Mayors, copied to all Chief Executives, for prior approval by 'reply all'
  - working with the lead council/s to prepare an agreed final version, formatted onto Mayoral Forum letterhead, for signature by the relevant Forum chair
  - emailing the submission to the recipient/s, or lodging it on the Parliament website for Select Committee submissions
  - circulating a copy of the final, signed letter or submission to all members of the Forum
  - saving documents into the Regional Council's document management system, in order to comply with requirements of the Local Government Official Information and Meetings Act 1987 and the Public Records Act 2005.

## Appendix B: Regional submissions 2017

The secretariat will update this table for review as a standing item at each meeting of the Policy Forum.

Topic	Timing and status	Regional priority?	Interested Councils	Lead Council or working group
Plantation forestry (Ecan has provided feedback) (watching brief)	exposure draft of NES provided to selected councils in early 2017	N	CCC Waimakariri Timaru ECan	
Resource Legislation Amendment Bill (watching brief)	submission completed and progressing to 3 <sup>rd</sup> reading stage	Y	ECan	ECan
Legislation to amend the LGA (watching brief)	already submitted	Y		ECan
Marine aquaculture (will now be combined with a NZ Coastal Policy Statement for Aquaculture)	tba	Y	CCC ECan	ECan
Urban Developments Authority discussion document and Regulatory Impact Statement	19 May 2017	N	Waimakariri ECan Selwyn CCC	ECan input into submissions by Regional Councils + Greater ChCh Partnership + possible ECan submission
Air (amendments to the NES)	first quarter 2017	Y	CCC Waimakariri Waimate Timaru ECan	ECan
Dam safety	first half 2017	Y	Waimakariri Waimate ECan	ECan
Marine Protected Areas Bill	introduced 2017	N		
Clean Water (including changes to the NPS)	28 April 2017	Y	CCC Waimakariri Waimate Timaru ECan	ECan
Biodiversity NPS	12 – 18 months	Y	CCC Waimakariri Waimate Mackenzie ECan	ECan
Natural hazards (NPS delivery date expected to be in 2018)	tba	Y	ECan CCC Waimakariri Waimate Mackenzie Timaru	Working Group: ECan+CDEM+ TAs(?) from Regional Approach
Drinking water inquiry and NES	review underway Stage 2 report due 8 Dec 2017	Y	ECan	ECan (Canterbury Drinking Water Reference Group)



1st ed. 2017, XII, 177 p. 17 illus.

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D. Bromell

## The Art and Craft of Policy Advising

A Practical Guide

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- ▶ Introduces a public value approach to policy advising
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# Canterbury Policy Forum

# Item 7

**Date:** 7 April 2017

**Presented by:** Bill Bayfield

## Freshwater management update

### Purpose

This paper provides an update on freshwater management activity and the implications for Canterbury.

### Recommendations

That the Canterbury Policy Forum:

- 1 **discuss** the following activities and their implications for Canterbury:
  - National policy statement - Freshwater management
  - Clean Water Package and swimmability targets
  - Resource Legislation Amendment Bill
  - Havelock North drinking water inquiry
  - Land and Water Forum
- 2 **decide** if there is to be a regional submission on the Clean Water package.

### National Policy Statement – Freshwater Management

#### *Implementation Review*

- 1 In August 2016 Ministry for the Environment (MfE) visited each region to discuss progress with implementation of the NPS-FM. In late November, MfE released a report which summarised its findings from around the country. Separate reports for each region are being made available, with Canterbury's report due in early April.
- 2 The draft review acknowledged how significant and challenging implementation of the NPS-FM is and Canterbury is named as one of four councils that have made the most progress with implementing the NPS-FM.
- 3 Environment Canterbury's analysis of the report has drawn out some key points:
  - that collaboration is a relatively new and evolving concept in the field of resource management
  - that it is not just about 'facilitation' alone – it is about a wider approach to how we engage communities on wicked problems, for example; how we present complex information, how we support engagement and consensus, how we ensure transparency and address power imbalances
  - that we should be looking at the development of the practice of collaborative engagement by continuing to develop techniques, tools and people

- that the value of collaboration could be extended beyond our use in a governance and policy setting into collaborative implementation, i.e. that collaboration has a place in implementation and delivery (we have already seen this in projects like the MGM project where Industry agreed on Good Management Practices and the environmental infrastructure projects).

### **Clean water package**

- 4 The Government's Clean Water package announced on 23 February 2017, proposes:
  - 1) new water quality targets for swimming
  - 2) amendments to the National Policy Statement for Freshwater Management (NPS-FM) 2014
  - 3) policy requirements for excluding stock from waterways.
- 5 This package follows the 2016 consultation on amendments to the NPS-FM 2014 (Next Steps for Freshwater).
- 6 Swimmable river targets is a new component of the freshwater reforms while stock exclusion and NPS-FM have been consulted on previously.
- 7 The Ministry for the Environment (MfE) is seeking feedback on the Clean Water Package by 28 April 2017. Environment Canterbury will make its draft submission available to Canterbury councils early in April, and a copy and verbal update will be provided for this meeting. The Forum should consider whether a regional submission is required and who will lead it.

### **Swimming targets**

- 8 The package proposes 90% of rivers and lakes will be swimmable by 2040, with the first goal of 80% of our rivers and lakes swimmable by 2030 for 80% or more of the time. Put another way only 20% of rivers can be in the Poor or Intermittent grade.
- 9 The term "swimmability" can be confusing. The question "Can I swim here?" is addressed by monitoring swimming sites. Methods and standards used in monitoring will not change under the new proposals. The sites are published by councils via the LAWA website ([www.lawa.org.nz](http://www.lawa.org.nz)) under the category "Can I swim here?"
- 10 The Clean Water package proposes "swimmability" by taking long-term monitoring data and producing a grading system. The grading provides a view of long-term risk of swimming at site; and expresses swimmability as the percentage of time swimmable in a 5 point grading system from Excellent to Poor. This does not tell you whether it is safe to swim
- 11 The grading system only applies to bacteria (*E. coli*); however regular monitoring includes other indicators such as cyanobacteria (e.g. phormidium in rivers or nodularia/anabaena in lakes). So when you look at the monitoring on LAWA it shows the safety from infection based on *E. coli* concentration and also any warnings associated with cyanobacteria.
- 12 MfE has initiated a taskforce on swimmability targets which Environment Canterbury is engaged with. This taskforce is providing clarity on defining swimmability targets, and expectations on regional councils. As above, we will provide a verbal update on Environment Canterbury's key submission points at the meeting.

### **Resource Legislation Amendment Bill**

- 13 On 6 March 2017, the Local Government and Environment Committee released its report on the Resource Legislation Amendment Bill. The Bill proposes amendments to a number of Acts including the Resource Management Act 1991, the Reserves Act 1977 and the Conservation Act 1987.

- 14 Environment Canterbury understands that the proposed amendments will not affect the Canterbury CWMS and zone committee model. Rather it provides further powers to Environment Canterbury to recognise the strengths of the zone committees by enabling them to be appointed as a collaborative group to develop plans and policy statements. We will continue to work with TLAs to discuss these changes.
- 15 The Bill had its second reading on 14 March and is currently before a committee of the whole House. A number of amendments have been proposed through supplementary order papers. While changes can still be made to the Bill through the Parliamentary process (including SOPs), there is no further public submission process. The final stage before the Bill becomes law will be its third reading in the House of Representatives, the timing for which is unclear. Labour, the Greens and New Zealand First have each released highly critical minority reports calling for the Bill to be halted but Environment Minister Nick Smith has said publicly that National has the Māori Party's support to get the reforms over the line.

## **Havelock North enquiry**

### ***Canterbury Drinking Water Reference Group***

- 16 In light of the Government Inquiry into Havelock North Drinking Water, the Canterbury Chief Executives Forum established a short-term Canterbury Drinking Water Reference Group to report on the vulnerability of drinking water supply in Canterbury, noting contingency plans, and recommending any amendments to current practices as may be required.
- 17 The Canterbury Reference Group held a workshop dedicated to contingency planning on 7 November 2016. The workshop highlighted some key principles that participants felt would provide a strong platform for collaboration across the region, as and when required in an emergency situation.
- 18 A key output from the workshop was for the CDHB to compile the Status List of all drinking water supplies across the region to feature any high risk drinking supplies, to enable a shared understanding across participants and to provide key information to enhance and support our agreed collaborative approach.
- 19 The Canterbury Reference Group will seek to meet at least once more prior to the completion of the final report to the Canterbury Mayoral Forum scheduled for 26 May 2017.
- 20 Stage 1 of the Havelock North drinking water inquiry is now due to be reported back to the Attorney-General by 12 May 2017. It addresses matters relating directly to the Havelock North water contamination incident.
- 21 Stage 2 of the inquiry is likely to have more impact on councils. It will address systemic issues and provide recommendations about managing water supply across New Zealand. It will examine the existing statutory and regulatory regimes involved in delivering drinking-water to see if improvements can be made. Stage 2 of the inquiry is now due to be reported back to the Attorney-General by 8 December 2017.

## **Land and Water Forum**

- 22 The Land and Water Forum brings together a range of industry groups, environmental and recreational NGOs, iwi, scientists, and other organisations with a stake in freshwater and land management. The Forum's members are joined by active observers from local and central government.
- 23 The Forum was set up to develop a shared vision and a common way forward among all those with an interest in water, through a stakeholder-led collaborative process. More recently, the Forum has been used as a consultative body for freshwater reforms.

24 The LAWF work programme for 2017 is likely to include work on:

- the sufficiency of current mechanisms to ensure local government accountability (its own review of the implementation of the NPS-FM)
- options for managing water quality and quantity in an urban setting (National Objectives Framework)
- whether science funding and prioritising processes are meeting the needs of those involved with freshwater management (advising government)
- assist with identification of good management practices (GMPs) and options to increase their uptake.

# Canterbury Policy Forum

# Item 8

**Date:** 7 April 2017

**Presented by:** Bill Bayfield

## Regional forums – new arrangements

### Purpose

This paper informs the Canterbury Policy Forum about new arrangements for regional working groups and forums that will ensure the region's resources are used most effectively.

### Recommendations

That the Canterbury Policy Forum:

- 1 **note** new arrangements for the structure, function, planning and reporting of regional forums and working groups.

### Background

- 1 On 29 August 2016, Chief Executives requested an overview of regional forums and working groups. This work identified potential duplication and gaps, particularly in ensuring arrangements are in place to progress strategic issues.
- 2 On 31 October 2016, Chief Executives agreed that a sub-group would look further into the findings of this work. On 3 February 2017, Chief Executives agreed that new arrangements would be implemented and two new regional forums would form, chaired by Chief Executives.

### Current state of regional working groups

- 3 Regional working groups provide an important collegial and information sharing role, with some actively collaborating on specific projects. Appendix A lists the working groups and forums, their reporting lines and their leads.
- 4 However, there are opportunities for improvement including:
  - making terms of reference consistent across groups
  - clarifying reporting lines
  - clarifying work programmes, planning and reporting.

### Drivers for change

- 5 The drivers for changing the current arrangements are that:
  - councils have a valuable asset in the considerable expertise and knowledge among group members that could be used more effectively

- big picture contextual and subject specific challenges are increasing in size and complexity and a system is required that gets on top of these challenges faster and more effectively
- Chief Executives need to be confident that there is a group they can turn to when there are new issues arising
- there is potential for duplication, or misalignment, particularly between established technical working groups and short-term, issue-focussed groups
- there are gaps, particularly in progressing strategic issues.

### **Proposed new arrangements**

- 6 The diagram in Appendix B outlines proposed new arrangements for regional forums and technical working groups.
- 7 Work will be organised in three 'clusters' of activity – operations, finance and policy. Each cluster is led by a Chief Executive to promote alignment and co-ordination, avoid duplication, identify and address gaps, and provide a single point of contact. Chief Executives agreed on 3 February, that Wayne Barnett (Mackenzie District Council) would lead the Operations Forum, and David Ward (Selwyn District Council) would lead the Finance Forum. These forums will operate along the same lines as the existing Policy Forum.
- 8 Additional groups will form across the clusters to address specific issues. These are purpose bound and time bound. To some extent this is occurring at present, for example the Canterbury Drinking Water Reference Group that draws expertise from a range of disciplines.
- 9 These specific issues groups:
  - are formed across disciplines from membership of technical working groups and from our wider organisations, and have terms of reference and timelines agreed by Chief Executives
  - respond to strategic or emerging issues and are able to progress them
  - need to be able to be formed quickly and be flexible and agile
  - are short term in nature – formed for a specific purpose, then disbanded when their purpose is fulfilled
  - report to one of the lead Chief Executives but could be led by any of the Chief Executives or a senior staff member.

### **Benefits of proposed new arrangements**

- 10 As the arrangements are implemented, the following benefits should be realised:
  - the considerable expertise and knowledge present in councils across the region is used more effectively and efficiently
  - Canterbury is more responsive and agile as issues arise
  - groups receive support, direction and decisions from a lead Chief Executive
  - increased accountability through clear reporting lines and expectations
  - better planning and alignment through agreed work programmes

- less duplication between groups working on related issues
- fewer occasions where unidentified issues are left unaddressed
- strategic issues are progressed
- increased understanding by technical working groups about their role in the bigger picture
- continuation of current benefits – collegiality, collaboration, information sharing and best practice support.

## **Next steps**

11 Chief Executives have agreed that the next steps are to:

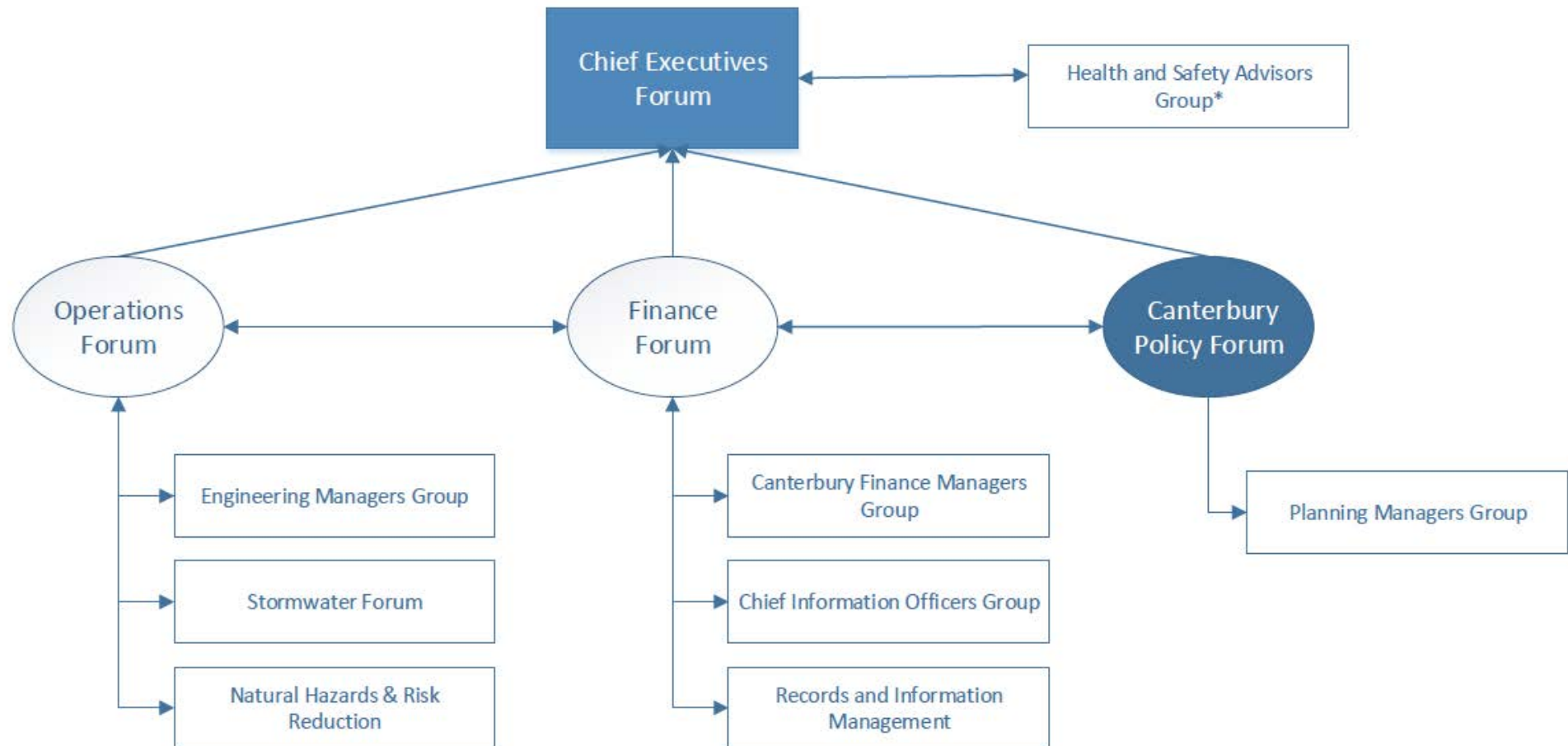
- investigate whether there are any groups in existence that are missing from the diagram and ascertain whether any groups need to be combined or disbanded
- communicate the new arrangements to working groups
- develop roles and responsibilities for Chief Executive chairs and working group leads
- develop effective planning and reporting templates and processes to mitigate the risk of increased 'red tape'.

## Appendix A: Current regional forums, working groups and reporting lines

<b>Forum</b>	<b>Reports to</b>	<b>Chair</b>
Canterbury Policy Forum	Chief Executives Forum	Bill Bayfield (Environment Canterbury)
Canterbury Planning Managers Group	Presents findings and submissions to the Policy Forum	Geoff Meadows (Waimakariri DC)
Canterbury Engineering Managers Group	Chief Executives Forum	Ashley Harper (Timaru DC)
Canterbury Finance Managers' Group	No reporting. May present findings and submissions to the Chief Executives Forum	Greg Bell (Selwyn DC)
Canterbury Local Authorities Chief Information Officers Group	Chief Financial Officers Group oversees this group	David Lewitt (Environment Canterbury)
Canterbury Health and Safety Advisory Group	Chief Executives Forum	Co-Chairs: Chris Hewitt (Selwyn DC) and Matt Bennett (Environment Canterbury)
Regional Stormwater Forum	Chief Executives Forum and regional CWMS committee	Gerard Cleary (Waimakariri DC)
Canterbury Natural Hazard Risk Reduction Group	Quarterly to Planning Managers Group and annually to Chief Executives Forum	James Thompson (Civil Defence Emergency Management) <i>Contact: Monique Eade (Environment Canterbury)</i>
Canterbury Records and Information Management Support Group	Informally to Chief Executives	Leonie Robinson (Ashburton DC)
Canterbury Drinking Water Reference Group	Chief Executives Forum	Stefanie Rixecker (Environment Canterbury)
Collaboration Working Group	Chief Executives Forum and Canterbury Policy Forum	Bill Bayfield (Environment Canterbury)
Freedom Camping Working Group	Chief Executives Forum and Canterbury Policy Forum	Wayne Barnett (Mackenzie DC)
Technology Working group	Chief Executives Forum	Hamish Dobbie (Hurunui DC)
Valuation and Rating Programme Management Group	Chief Executives Forum and Finance Managers Group	David Ward (Selwyn DC)
Long-Term Plan working group	Chief Executives Forum	David Ward (Selwyn DC)



## Appendix B: Proposed structure for Canterbury regional working groups



\* Reporting to Chief Executives while still forming (2017)  
An emerging hot issue.



# Canterbury Policy Forum

# Item 9

**Date:** 7 April 2017

**Presented by:** David Ward

## Long-term plan working group update

### Purpose

This paper provides an update on the Long-Term Plan Working Group.

### Recommendations

That the Canterbury Policy Forum:

- 1 **note** the contents of this report.

### Background

- 1 On 12 August 2016, the Policy Forum agreed to form a Long-Term Plan Working Group to identify opportunities for councils to work together in the development of Long-Term Plans (LTPs), infrastructure strategies and financial strategies.
- 2 This work builds on the initiatives of the 2015-25 LTP process where councils collaborated on population data, infrastructure strategies, service delivery reviews, and development of significance and engagement policies. On 2 December 2016, the Policy Forum received a report on the first meeting of the working group.

### Update

- 3 The Group held its second meeting on 17 February 2017. Representatives from Selwyn, Waimakariri, Waimate, Timaru, Ashburton, Mackenzie, Waitaki and Christchurch attended, also Raymond Horan from SOLGM. Apologies were received from Hurunui, Kaikōura and Environment Canterbury.
- 4 The purpose of this meeting was to allow attendees to detail their current work programmes with respect to LTP compilation, discuss proposed timeframes, resourcing, likely key consultation items and best practice, and potential gaps in their processes.
- 5 The Group acknowledged the benefits of starting early with most identifying the need to get direction from executive teams and governing bodies in conjunction with this year's Annual Plan strategy. Key questions included the need to ask at both governance and community level, whether those respective groups are happy with the direction the communities are tracking. The next step in this conversation is to answer where our current strategy will get us in the ten-to-30-year period.
- 6 The Group pointed to the value of good economic and demographic trend information. This will be supplemented by quality asset condition information.
- 7 All attendees were comfortable with their progress in the LTP process. They acknowledged the value of comradery and agreed to meet again as a group in late July/early August 2017.



# Canterbury Policy Forum

# Item 10

**Date:** 7 April 2017

**Presented by:** Brendan Anstiss

## Long-Term Plans: Opportunities for collaboration

### Purpose

This paper updates the Canterbury Policy Forum on a response to their 12 August 2016 recommendation that the Forum “identify opportunities to work together in developing 2018-28 Long-Term Plans”. A workshop is planned for in May 2017 to identify opportunities where a health and well-being perspective can be built into early Long-Term Plan (LTP) planning.

Workshop attendees include staff from Selwyn, Waimakariri, Christchurch, Environment Canterbury, Te Rūnanga o Ngai Tahu, Greater Christchurch Urban Development Strategy and the Canterbury District Health Board.

### Recommendations

That the Canterbury Policy Forum:

- 1 **note** that the May 2017 workshop will identify opportunities to work together in developing 2018–28 LTPs
- 2 **note** that the key findings from the workshop will be reported to the Canterbury Policy Forum on 7 July 2017.

### Background

- 1 Canterbury District Health Board staff have identified an interest in improving the relevance and focus of their health and well-being submissions on the draft 2018-28 LTPs. They also wish to contribute to identifying how community ‘health and well-being’ activities/projects might be included in the draft LTPs.
- 2 The aims of the workshop in May 2017 include:
  - sharing high-level, indicative priorities for each of the participating entities
  - looking for opportunities for ‘across territorial authority boundary’ collaboration
  - identifying opportunities where a health and well-being perspective can be built into early LTP planning.
- 3 The Greater Christchurch Urban Development Strategy Chief Executives Group received a memo in March 2017 on the proposed workshop.



# Canterbury Policy Forum

# Item 11

**Date:** 7 April 2017

**Presented by:** David Ward

## Health and Safety Advisors Group update

### Purpose

This paper provides an update on the Health and Safety Advisors Group.

### Recommendations

That the Canterbury Policy Forum:

- 1 **note** the contents of this report.

### Background

- 1 On 29 August 2016, Chief Executives agreed to reconstitute the 'virtual' health and safety team into a technical working group reporting to the Chief Executives Forum. The current virtual team was asked to develop terms of reference for the group and an outline of what the group would look like.
- 2 The virtual health and safety team met twice in late 2016 to discuss how the new group could most effectively achieve its goal to work together to improve provision of health and safety advice across Canterbury councils. They developed a draft terms of reference and standing agenda.
- 3 On 2 February 2017, Chief Executives agreed the terms of reference.

### Progress

- 4 The Health and Safety Advisors Group met, for the first time, on 6 March 2017, and has membership from all 11 Canterbury councils.
- 5 The philosophy for the Group is to work together to collectively learn, be able to collectively respond to health and safety issues, develop an enhanced health and safety culture, share ideas and reduce duplication.
- 6 The Group discussed and adopted the terms of reference that had been agreed by the Chief Executives Forum.
- 7 Group members discussed health and safety support within their respective councils and identified their current priorities. Group members were clear in their view that they wished the Group to be outcomes-focussed, delivering levels of achievement from a collaborative process that would not be attainable as readily if operating alone.
- 8 The Group discussed priority items during the 2017 calendar year, and concluded that the following themed activities would be the focus of the three meetings scheduled during 2017:

- i. Communication, staff training/welfare, and reporting
  - ii. Currency of policies (incorporating best practice) and risk identification
  - iii. Volunteers, approved contractors.
- 9 The Group will be co-chaired by Matt Bennett (Environment Canterbury) and Chris Hewitt (Selwyn District Council) and will next meet on 12 June 2017. Meeting venues will alternate between Selwyn and Timaru District Councils.



# Canterbury Policy Forum

# Item 12

**Date:** 7 April 2017

**Presented by:** David Ward

## Rating and Valuation Services project update

### Purpose

This paper provides an update on the Rating and Valuation Services project.

### Recommendations

That the Canterbury Policy Forum:

- 1 **note** the contents of this report.

### Background

- 1 On 29 August 2016, the Chief Executives Forum received the findings from research undertaken by Ernst & Young (EY) on a valuation and rating scoping investigation. A management group was set up to progress the work.
- 2 The management group met on 30 September 2016 and discussed risks to Canterbury councils under current rating regimes. These risks include personnel, knowledge base, reliance on (or reliability of) IT solutions, statutory compliance, and potential consequences of getting things wrong.
- 3 The management group agreed to advance these issues as a Canterbury-centric group, developing communication lines and an assistance pool of personnel within each member council. It agreed to establish a steering group to look at options for technology sharing, and options for a shared valuation platform.

### Progress

- 4 On 2 December 2016, David Ward (chair) updated the Chief Executives Forum on progress of the Canterbury Valuation and Rating Steering Group. The Steering Group is pursuing two lines of activity: firstly working to improve business-as-usual processes and, secondly, looking at the broader improvement options from formal collaborative working.
- 5 In terms of BAU work, a Canterbury Rating Officers Group has been established and met in November 2016 and February 2017.
- 6 The November meeting focused on terms of reference, the reason for the review project, a briefing on the EY report, and break-out sessions on key challenges and training needs for rating officers. The February meeting included sessions on debt management, remissions, the Northland/Kaipara judgement and documentation.
- 7 To progress the broader improvement work, the Steering Group commissioned EY to review options available in relation to a future shared services model. The focus is on

what the practical options are in terms of shared services, and the barriers – particularly in relation to IT.

- 8 EY produced an initial draft report which was considered by the Steering Group. Following discussion, the Steering Group requested refined options to consider the practical and technological steps that would be required to go down this route.

### **Recent activity**

- 9 The Steering Group held its most recent meeting on 13 March 2017. It considered three options for valuation and rating functions across Canterbury councils:
  - a 'centre of excellence-type' arrangement
  - councils maintaining their master database within existing platforms with the master data being pulled into a consolidated platform where the billing process is delivered
  - leveraging one platform for all councils.
- 10 Following a robust discussion on the merits of each of these options, the Steering Group agreed that the second option was its preference.
- 11 The Steering Group then agreed to take the following actions:
  - procure a Request for Information (RFI) around technology suites
  - procure an RFI for consultancy services, including a transition plan of council business processes.
- 12 The Steering Group acknowledged the need to communicate both the effects and benefits of this proposal to Chief Executives, stressing the importance of giving time for each Council to discuss internally how the proposals could be enacted and the degree of benefits provided.
- 13 The Steering Group agreed that risk minimisation may, in the first stages, outweigh economic benefit. It also agreed the need to retain local knowledge.
- 14 Known benefits from proceeding with the identified option include:
  - enhancing the quality of information
  - standardising forms, processes and decision-making
  - protecting existing resources (human)
  - encouraging competitive valuation processes
  - ensuring correct statutory updates and compliance.

### **Next steps**

- 15 It is the intention of the Steering Group to report its preferred option to the Chief Executives Forum on 8 May 2017. The Group has suggested that the outcome from the Chief Executives Forum be reported to the Canterbury Mayoral Forum.