

Agenda

Canterbury Mayoral Forum

Date: Friday 27 November 2020

Time: 9:00 am to 12:30 pm

Venue: The George Hotel, 50 Park Terrace, Christchurch

Attendees: Mayors/Chair:

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

Chief Executives:

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

In attendance:

Maree McNeilly, Amanda Wall, Rosa Wakefield (Secretariat); Dr Te Maire Tau, Rob Kerr (Three Waters Item 4)

Apologies: Jenny Hughey (Environment Canterbury), Stefanie Rixecker (Environment Canterbury)

Time	Item	Page	Person
9:00	1. Welcome, introductions and apologies	–	Chair
	2. Confirmation of Agenda	1	Chair
	3. Minutes from the previous meeting	2	Chair
	3.1. Confirmation of minutes of meeting held on 4 Sept 2020		
	3.2. Action points		
	FOR DISCUSSION AND DECISION		
9:05	4. Three Waters	10	Chair / Hamish Dobbie
9:45	5. Regional response to the Essential Freshwater package	17	Peter Scott
10.15	6. CWMS Zone Committee Terms of Reference	26	Peter Scott
10:30	<i>Morning tea break</i>		
10:45	7. Canterbury Mayoral Forum Draft Communications Strategy	31	Maree McNeilly
10.55	8. Engagement with the new Government	39	Chair
11.15	9. Climate Change Steering Group update	57	Dan Gordon
11.20	10. Leftfield Innovation	60	Craig Rowley
	FOR INFORMATION: to be taken as read		
11.35	11. Canterbury COVID-19 Oversight Group	–	Jim Palmer
11.40	12. Food, Fibre and Innovation	88	Craig Rowley
11:55	13. Canterbury Gravel Management	91	Nadeine Domisse
12.00	14. Chief Executives Forum report	96	Jim Palmer
12.00	15. Meeting arrangements for 2021	102	Chair
12:10	16. General business		
12:30	<i>Meeting close</i>		

12.30pm – 1.30 pm Lunch with Canterbury MPs, The George Hotel

Canterbury Mayoral Forum

Draft Minutes

Date:	4 September 2020, 9.00am – 12.00pm
Venue:	Te Hāpua: Halswell Centre, 341 Halswell Road, Halswell
Attendance:	<p>Mayors/Chair: Sam Broughton (Selwyn, Chair), Neil Brown (Ashburton), Cr Andrew Turner for Lianne Dalziel (Christchurch), Marie Black (Hurunui), Craig Mackle (Kaikōura), Craig Rowley (Waimate), Graham Smith (Mackenzie), Nigel Bowen (Timaru), Dan Gordon (Waimakariri), Gary Kircher (Waitaki), Jenny Hughey (Environment Canterbury)</p> <p>Chief Executives: Jim Palmer (Waimakariri, CEs Forum Chair), Hamish Riach (Ashburton), Dawn Baxendale (Christchurch), Hamish Dobbie (Hurunui), Angela Oosthuizen (Kaikōura), Suzette van Aswegen (Mackenzie), David Ward (Selwyn), Bede Carran (Timaru), Stefanie Rixecker (Environment Canterbury).</p> <p>In attendance: Arihia Bennett (CE, Te Rūnanga o Ngāi Tahu) David Bromell, Maree McNeilly, Rosa Wakefield (Secretariat), Sean Tully (Selwyn – Advisor to the Chair)</p>
Apologies:	Fergus Power (Waitaki), Stuart Duncan (Waimate).

AGENDA ITEM	KEY POINTS DISCUSSED / RESOLVED	ACTION POINTS (Who will action, when?)
1	<p>Welcome, introductions and apologies</p> <p>All were welcomed to the meeting and apologies were noted.</p> <p>The Chair congratulated Stefanie Rixecker on her appointment as Chief Executive of Environment Canterbury.</p>	
2	<p>Confirmation of agenda</p> <p>The agenda was confirmed. Four items of general business were added:</p> <ul style="list-style-type: none"> • option of holding a meeting outside of greater Christchurch in 2021 (Chair) • river shingle and roading contracts (Graham Smith) • follow up from meeting with the Chair of the CDHB (Marie Black) • E tū tangata! (Chair – leaflet tabled) 	

AGENDA ITEM	KEY POINTS DISCUSSED / RESOLVED	ACTION POINTS (Who will action, when?)
3	<p>Confirmation of minutes of meeting held on 12 June 2020</p> <p>The minutes were confirmed as an accurate record of the meeting.</p>	
4	<p>Visitor destination management and freedom camping</p> <p>The Chair introduced the paper, then Cr Andrew Turner spoke to the section on freedom camping as a member of the Responsible Camping Working Group.</p> <p>The Responsible Camping Working Group has been looking at responsible camping, including the application of the Freedom Camping Act. Some points raised in discussion were:</p> <ul style="list-style-type: none"> • some councils have amended bylaws more than once due to unintended outcomes • there is conflict between quality of welcome for visitors, and quality of amenity for residents • the economic value of freedom camping as a visitor activity is uncertain • the regulatory regime is incomplete • camping ambassadors have done some great work. <p>The Forum agreed to:</p> <ol style="list-style-type: none"> 1. receive the Stafford Strategy report 2. invite ChristchurchNZ to present to the November Mayoral Forum meeting on how Canterbury RTOs are working together on post-COVID tourism response and recovery and implementation of the South Island Destination Management Plan 3. advocate with the Minister of Finance and the Minister of Tourism, and with relevant incoming portfolio ministers following the general election on 17 October 2020, for prioritised investment in South Island destination management, rather than visitor attraction, as the country plans for the future of tourism 4. write to the Minister of Internal Affairs and the Responsible Camping Working Group to: <ol style="list-style-type: none"> 4.1. endorse the priority the Responsible Camping Working Group has given to reviewing the Self-Contained Vehicle Standard, and urging that the Waka Kotahi NZ Transport Agency be involved in these discussions at the outset 4.2. advocate for a standardised approach to maps, signage and enforcement, informed by evidence of what works, with operational funding to support the management of responsible camping for the 2020/21 summer season 4.3. advocate for facilitation of cross-agency alignment and collaboration between local authorities, the Department of Conservation, Land Information New 	<p>Secretariat: convey invitation to CNZ – IN PROGRESS</p> <p>Secretariat: draft letter to incoming Ministers after formation of a new Government, including points in rec 4</p> <p>Secretariat: draft letter to the Minister of Internal Affairs and the Responsible Camping Working Group – IN PROGRESS</p>

AGENDA ITEM	KEY POINTS DISCUSSED / RESOLVED	ACTION POINTS (Who will action, when?)
	<p>Zealand and the Waka Kotahi NZ Transport Agency in managing responsible camping</p> <p>4.4. prioritise a review of the Freedom Camping Act 2011, including consideration of reversing the presumption that freedom camping is permissible except where prohibited by a local by-law.</p>	
5	<p>Plan for Canterbury</p> <p>Sam Broughton spoke to the paper and thanked all councils who hosted him to discuss the draft. The meeting thanked Sam for his leadership on this, and the secretariat for its work on the Plan. Discussion points included:</p> <ul style="list-style-type: none"> • the Plan provides a connected approach for getting the Forum’s message across in Wellington • actions have been incorporated in the Chief Executives Forum’s 3-year work programme – CEs will monitor implementation and report quarterly to the Mayoral Forum • we can publicise decisions and achievements aligning with this Plan – the secretariat will bring a draft communications strategy to the November meeting for discussion. <p>Arihia Bennett encouraged the Forum to ‘lean into’ councils’ relationships with papatipu rūnanga, and its relationship with TRONT, so conversation and partnership result in tangible activities and achievements.</p> <p>The Chair proposed initiating a meeting with rūnanga chairs once or twice each year, which was supported by members. The first of these will be held in early 2021, and it can be discussed at that meeting what this joint group could look like going forward.</p> <p>The Forum agreed to adopt the <i>Mayoral Forum’s Plan for Canterbury 2020–2022</i></p>	<p>Secretariat: bring a draft communications strategy to the Nov 2020 meeting – IN PROGRESS</p> <p>Secretariat/Chair: work with Arihia to organise a meeting of rūnanga chairs with the Mayoral Forum early in 2021 – IN PROGRESS</p>
6	<p>Three Waters</p> <p>Hamish Dobbie spoke to the report.</p> <p>The Forum previously requested a review that put all Canterbury councils in a position to make an informed decision on potential three waters service delivery models. The Operations Forum has been drafting an RFP seeking a consultant to perform a stock take, options analysis, and provide advice on optimal service delivery models. The draft RFP is being presented to the Steering Group on Monday (7 Sep 2020). The Forum initially set a budget of \$100k for this work, but after scoping the Working Group thinks \$600k is a more likely figure. The contract will go out via Environment Canterbury’s procurement process. Environment Canterbury will need a letter from each council agreeing to the ratio of funding to proceed with procurement.</p>	

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	<p>A project manager, who will sit within the secretariat, will be the bridge between the regions as we explore the options for geographical aggregation, including the takiwā of Ngāi Tahu.</p> <p>The Steering Group will invite Allan Prangnell and Sarah Polaschek from DIA to talk about the work DIA will be doing, to avoid duplication.</p> <p>SOLGM and OAG are providing draft commentary for LTPs and advice on engagement.</p> <p>The connection with Taumata Arowai bill was noted; submissions on this are open until March 2021.</p> <p>The Crown had failed to engage or consult well with iwi on the Taumata Arowai bill. DIA is organising a series of hui to consult with iwi on its reform process.</p> <p>The Forum agreed in August to add three Ngāi Tahu representatives to the Three Waters Steering Group, including Te Maire Tau. Ngāi Tahu is pleased to be involved in the design and consideration and has tabled a desire to be part of the entity.</p> <p>The 3 Waters reforms raise larger questions about what the future looks like for local government and Ngāi Tahu.</p> <p>The Forum agreed to:</p> <ol style="list-style-type: none"> 1. approve the proposed terms of reference for the Three Waters Steering Group 2. approve the draft letter to the Minister of Local Government and the Joint Three Waters Steering Group requesting distribution of the regional allocation on the same basis as the territorial authority notional allocation 3. agree that each council's contribution to the Three Waters services delivery review from the regional allocation be calculated as agreed at the 12 June 2020 meeting: <ol style="list-style-type: none"> 3.1. except for Waitaki, whose contribution will be discounted by 50 per cent to take account for the shared obligation 3.2. Chatham Islands to be included in the study but not required to contribute 4. approve the fixed-term appointment of a project manager to manage the Three Waters services delivery review on behalf of the Mayoral Forum. 	<p>Secretariat/Hamish Dobbie: Invite Allan Prangnell and Sarah Polaschek to attend a Steering Group meeting and share the work DIA has been doing reviewing three waters service delivery – IN PROGRESS</p> <p>Secretariat: send letter to the Minister of Local Government and the Joint Three Waters Steering Group requesting distribution of the regional allocation on the same basis as the territorial authority notional allocation – COMPLETE</p>
	<p>Farewell to Dr David Bromell</p> <p>Dr David Bromell's contribution to the Forum over the past six years, including establishing the secretariat, was recognised. The Chair and members thanked David for his dedication and efforts, and David Perenara-O'Connell presented him with a pounamu touchstone, 'Waitaha', on behalf of the Forum.</p>	

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7	<p>Education and training update Dan Gordon and Jim Palmer spoke to their report.</p> <p>The Forum agreed to:</p> <ol style="list-style-type: none"> 1. receive the education and training update report 2. agree to encourage member councils to work with the Children’s University to identify potential sources of funding and expand the programme in Canterbury 3. agree to invite the Vice-Chancellors of Lincoln University and the University of Canterbury to a Mayoral Forum working dinner on 26 November 2020. 	<p>Secretariat: follow up with Amy Underdown, Children’s University – COMPLETE</p> <p>Secretariat: invite VCs of Lincoln and UC to working dinner on 26 Nov (discussion to be facilitated by Dan Gordon) – IN PROGRESS</p>
8	<p>CWMS quarterly update The report was taken as read.</p> <p>The consultation period on changes to zone committee terms of reference will be extended to ensure all feedback can be received. Points raised in discussion included:</p> <ul style="list-style-type: none"> • it is important to set up zone committees in ways that work for their communities, as plans will need to be altered over the next 3-4 years for water changes • we need to clarify why we have them and how they serve their communities, as well as how much resource is needed for them to be effective and where this comes from • community connection is missing, and a lack of awareness that Zone Committees are joint committees of Environment Canterbury and TAs • the connection between zone committees and the regional committee appears to be weak • some districts feel zone committees are struggling to find relevance or duplicate the work of other groups • there is concern about the NES on freshwater management that farmers will not be able to meet some of the requirements. Stefanie has been asked to join the implementation group on this, along with reps from agriculture and horticulture groups and others. There have already been two changes, regarding pugging and winter grazing. <p>The Forum agreed to receive the CWMS quarterly update.</p>	
9	<p>Canterbury COVID-19 Oversight Group The report was taken as read.</p> <p>The Regional Skills Leadership group has also been set up and is meeting fortnightly. Unemployment data in Canterbury are not yet reflecting the impact. The end of the wage subsidy later this month will start to show this more clearly. Youth, Māori, and women are over-</p>	

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	<p>represented. There are still not enough heavy vehicle operators for agriculture, which will become more a problem towards January.</p> <p>MSD is working well with MBIE and ChristchurchNZ. Focus areas are immigration, agriculture, healthcare and the wellbeing of SMEs.</p> <p>The Forum agreed to receive the report on the Canterbury COVID-19 Oversight Group and note its terms of reference.</p>	
10	<p>New national direction for regional biodiversity management</p> <p>The report was taken as read.</p> <p>There is an opportunity to work collectively on this, perhaps having a councillor to champion this and lead discussions across the whole of Canterbury.</p> <p>The Forum agreed to:</p> <ol style="list-style-type: none"> 1. note signals from central government for local government to work closely together on regional biodiversity management 2. note that the review of the Canterbury Biodiversity Strategy 2008 will meet the requirement under the proposed National Policy Statement for Indigenous Biodiversity for a regional biodiversity strategy 3. note that local authorities will collectively need to resource the review of the Canterbury Biodiversity Strategy 2008 4. note that anticipated new requirements in the National Policy Statement for Indigenous Biodiversity are likely to require additional council resourcing and that councils will need to consider this in developing 2021–31 Long-Term Plans. 	<p>Secretariat/Stefanie Rixecker: Clarify project plan and timeframe and engage early on this with councils, including the option of each council identifying a councillor champion for biodiversity – IN PROGRESS</p>
11	<p>Food and Fibre Innovation Programme annual report</p> <p>The report was taken as read.</p> <p>Sam noted that there is a Leftfield Innovation presentation at Selwyn on 18 Sep 2020 that members are invited to attend.</p> <p>The Forum agreed to note work underway to strengthen the primary sector and manufacturing in Canterbury, as detailed in the annual report to the Ministry of Business, Innovation and Employment.</p>	
12	<p>Chief Executives Forum report</p> <p>The report was taken as read.</p>	

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	<p>The Forum agreed to:</p> <ol style="list-style-type: none"> 1. receive the quarterly report from the Chief Executives Forum 2. note the terms of reference as adopted by the Chief Executives Forum on 27 July 2020 3. note updates to the three-year work programme. 	
13	<p>November meeting arrangements (venues tba) Thursday 26 November: working dinner. Friday 27 November: final meeting for 2020. Dates for 2021 forum meetings will be set once we have the 2021 LGNZ and SOLGM calendars. Following the election we will invite the Prime Minister and local MPs to join us.</p>	<p>Secretariat: identify venues that meet Covid alert level at that time – IN PROGRESS</p>
14	<p>General business</p> <p>Location of Forum (Chair) The Chair proposed hosting the Forum in alternate locations, e.g. Timaru, Hurunui during 2021.</p> <p>River shingle and roading projects (Graham Smith) Access to shingle and clay for roading is becoming an increasing issue, e.g. for Mackenzie District. The Forum requested a report on the number of quarries across Canterbury, state of shingle in our rivers, etc. for the meeting in Nov 2020.</p> <p>Letter to CDHB (Marie Black) Mayors in the CDHB region now have a monthly Zoom call with Sir John Hansen to keep briefed of the CDHB situation. The Forum agreed to write to the Minister of Health, noting that patient safety is paramount, and that public confidence in the Canterbury Health System is being undermined by the current state of play and we want to offer our support in finding a resolution.</p> <p>10th anniversary of first Canterbury earthquake (Dan Gordon) The Forum acknowledged the impact of the 4 September 2010 earthquake and the regeneration that has occurred in the decade since.</p>	<p>Secretariat/Chair: bring a proposal to Nov 2020 meeting for meeting dates and venues in 2021 – IN PROGRESS</p> <p>Jim Palmer / Graham Smith: Prepare a report on number of quarries in Canterbury and the state of shingle in our rivers for the Nov 2020 meeting – with Nadeine Dommissie, Chief Operating Officer, ECan – IN PROGRESS</p> <p>Secretariat/Chair: Draft a letter to the Minister of Health re. CDHB – COMPLETE.</p>

AGENDA ITEM	KEY POINTS DISCUSSED / RESOLVED	ACTION POINTS (Who will action, when?)
15	<p>Hon Eugenie Sage</p> <p>The Chair welcomed Minister Sage (Minister of Conservation, Minister for Land Information, Associate Minister for the Environment).</p> <p>Minister Sage acknowledged the 10-year anniversary of the first of the Christchurch earthquakes, and the trauma stemming from them. She noted the importance of marking the anniversary but also of continuing to move forward. She also acknowledged the fire in Twizel.</p> <p>Minister Sage spoke to some key accomplishments of her time in office:</p> <ul style="list-style-type: none"> • \$1.3b for jobs for nature across four agencies, providing people with opportunity to work for nature including restoration of back country huts and work to control wilding pines • a new drylands area in Mackenzie, moving into the future of sustainable land management outside the traditional conservation estate • additional \$124m to extend the levy on waste to landfill to provide resources for recycling and divert waste from landfill • a report around standardising kerbside recycling, exploring whether central government can do more to discourage packaging being made in materials that can't be recycled and also providing opportunities for national awareness and communications around recycling • the product stewardship scheme • the tyres NES – regional councils will take responsibility for management and enforcement • a container return scheme is being designed, with a report due in October to the incoming government • funding for waste minimisation – she noted that some councils got this via COVID recovery funds but there is an investment plan for waste minimisation so there may be future opportunities for funding • the predator-free programme <p>Minister Sage advised that mayors wishing to meet with a minister should email the Minister's senior private secretary to request a meeting.</p> <p>The Chair thanked Minister Sage and Arihia Bennett for attending.</p> <p>The meeting finished at 12.14pm.</p>	

Date: 27 November 2020

Presented by: Sam Broughton, Chair Three Waters Steering Group

Hamish Dobbie, Chair Three Waters Advisory Group

Three Waters

Purpose

1. The purpose of this paper is to update the Mayoral Forum on the Three Waters service delivery review, seek its approval of the preferred tenderer to undertake the Three Waters service delivery review and delegate authority to the Chairs of the Three Waters Steering and Advisory groups to approve contract terms with the successful consultant.

Recommendations

That the Canterbury Mayoral Forum:

1. **note that eight tenders have been received from consultants to undertake the Three Waters service delivery review on behalf of the Canterbury Mayoral Forum prior to the closing date of 2 November 2020**
2. **note that the Tender Evaluation Panel are finalising their recommendations and will provide a Tender Evaluation Report for consideration at the Mayoral Forum by 27 November 2020**
3. **subject to Mayoral Forum approval of the preferred tenderer, delegate authority to the Chairs of the Three Waters Steering and Advisory Groups to confirm the final terms of the commission prior to Environment Canterbury entering into contract with the successful consultant**
4. **note that consideration is being given on how to integrate this work with the DIA request for information to avoid duplication but without delaying progress on the review.**

Background

2. On 14 August 2020, the Mayoral Forum authorised the Three Waters Steering Group to approve the scope of works for the review of the Three Waters service delivery options for Canterbury.
3. A draft Request for Proposal (RFP) was considered by the Steering Group at its meeting of 7 September and approved for issue on 5 October 2020 following endorsement of the final RFP from the Three Waters Advisory Group.

4. The scope of works is summarised below and provides a staged development process of the options with several check in points with the Steering Group to inform and direct the shape and form of options evaluation.
 - A1 compile a high-level summary of current and forecast state of three waters assets including physical characteristics, risks, financial and human resources within the study area
 - A2 undertake a literature search and analysis to prepare a summary of models and lessons learnt by other jurisdictions (domestic and international) and sectors (such as electricity and other monopoly networks) that are relevant to the management of three waters
 - B1 summarise the key matters the councils should consider in evaluating the options for the future structuring, funding and delivery of three waters services
 - B2 develop options available to councils within the study area for the delivery of Three Waters
 - B3 prepare a high-level assessment of the impacts on each council of any model
 - B4 facilitate the evaluation of options and determination of preferred option(s) on which the Mayoral Forum may wish to advance in their discussions with the Crown,
 - C ongoing support for councils and mana whenua within the study area with advice on the optimal Three Waters delivery model for the region.
5. Tenders were issued on 5 October 2020 and closed on 2 November 2020.

Tender process update

6. Tenders are still being evaluated at the time of writing and hence there is limited information to provide at this stage.
7. Tenders are being evaluated in a three-stage process:
 - i. Precedent criteria (pass-fail)
 - Financial viability
 - Demonstrated understanding of the Treaty of Waitangi
 - ii. Non-price attribute evaluation
 - iii. Balanced value for money assessment
8. Note that this means that price is not weighted. Instead the evaluation team will assess the proposal that offers the best value for money when considering the non-price score against the price.
9. There has been a very good response from the market with eight tenders received. A full tender evaluation report will be provided to the Forum as soon as the evaluation

process has been completed. This will provide a recommended tenderer for consideration by the Mayoral Forum at the meeting on 27 November 2020.

10. Subject to approval of the preferred tenderer, authority is sought for the Chairs of the Three Waters Steering and Advisory groups to confirm the final terms of the commission prior to Environment Canterbury entering into contract with the consultant.

Other activity

11. All Councils have provided documentation, Asset Management Plans, valuations and Long-Term Plan forecasts and other related data to form a baseline of information from which the consultant can commence work.
12. In parallel, the Department of Internal Affairs (DIA) has issued a Request for Information (RFI) from an extended sample of Councils. This is due to DIA in January 2021.
13. The request from DIA is in two parts. The first is a general request to all local authorities to supply information that will be used to inform advice and commercial and financial analysis. The second is a more detailed request to a sample of local authorities to supply further information (in addition to that above) to enable more detailed economic analysis to inform the options for reform without placing significant demands on the resources of all authorities.
14. Initially only Waimate District Council was selected to participate in the second part of the RFI, however Selwyn, Christchurch, Waimakariri, and Timaru have opted in for this RFI process, along with Waimate. Hurunui is still considering whether to also participate in this part of the RFI.
15. Subject to the final needs of the consultant and impact on timelines, the project team is working to minimise the duplication and workload between these two processes and leverage off the RFI as much as possible.
16. Contact has been made with Southland/Otago officials commissioning a similar review for the councils south of Canterbury and there will be ongoing co-ordination with them. Similar discussions will be occurring with West Coast and Marlborough/Tasman officials.

Financial implications

17. The financial implications of the tenders will be set out in the Tender Evaluation report.

Risk assessment and legal compliance

18. Environment Canterbury will be the contracting party on behalf of the Mayoral Forum. An in-house probity auditor has been overseeing the tender process.

Communication

19. Officials will be keeping DIA informed of the outcome when the consultant is appointed.
20. There will continue to be ongoing workshops with engineering managers, Advisory Group and Steering Group members over the course of the project. These will be arranged once the consultant is on board.
21. A communications plan will be developed for the Three Waters service delivery review, which will include the announcement of the successful consultant. A draft plan is attached and will be finalised following feedback from the Forum and approved by the Three Waters Steering group.

Next steps

22. Based on the tender evaluation team completing the review of the eight tenders, a Tender Evaluation Report will be provided to the Mayoral Forum in advance of the meeting on 27 November.
23. Approval is being sought to delegate authority to the Chairs of the Three Waters Steering and Advisory Groups to confirm the final terms of the commission prior to Environment Canterbury entering the contract with the successful consultant.

Attachments

- Three Waters Service Delivery Review draft communications plan

THREE WATERS SERVICE DELIVERY REVIEW

General Information

Project /Campaign Name	Three Waters Service Delivery Review		
Campaign lead	Mayoral Forum	Date created	November 2020
		Date approved	
Spokesperson	Mayor Sam Broughton, Chair		

Background

The Three Waters service delivery review project is a partnership between the Canterbury Mayoral Forum and Ngāi Tahu. It was commissioned to provide councils and mana whenua with a clear understanding of the Three Waters assets within the region, and the options available to them for Three Waters service delivery and funding arrangements.

The output from the review will include advice to councils and mana whenua to inform an evidence-led internal view on the best delivery option(s) for the region, and to engage effectively with government on this important issue at the appropriate time.

Purpose

The purpose of this plan is to ensure Project Partners’ communications on the three waters service delivery review are structured (rather than reactive and ad hoc) and contain clear and consistent messaging.

Given the extent of the government-led reforms to three waters, it is important for the Project Partners to have a strong and united voice, keep stakeholders up-to-date on the review project, why it is needed, what it will produce, and how it contributes to the government reform programme.

Strategic approach

The approach the Project Partners will take consists of:

- Distribution of proactive media releases at key times – announcement of successful tenderer to undertake review, final report and next steps.
- Engagement with Department of Internal Affairs
- Engagement with Hon Minister Nanaia Mahuta
- Maintain a list of key messages to be able to respond to questions from media or the public as necessary.

Objectives and measures

The objectives of the Plan are:

- To develop clear and consistent messaging on the project from the Canterbury region
- To enable the Project Partners to engage well with key stakeholders throughout the project
- To be proactive in our response to the government led Three Waters reform programme

Success in meeting the objectives will be measured by:

- media interest/coverage
- feedback from key stakeholders/audiences
- correspondence/enquiries received

Key messages

- The Mayoral Forum and Ngāi Tahu are partnering in the Canterbury Three Waters service delivery review
- The project partners are proactively undertaking the review in preparation for central government decisions on three waters
- The review was commissioned to provide councils and mana whenua with a clear understanding of the Three Waters assets within the region, and the options available for service delivery and funding arrangements
- The project partners are working together to ensure a strong voice for Canterbury in the government-led reform programme.

Key messages will be updated as necessary throughout the lifetime of the project.

Audience / key stakeholders

- Department of Internal Affairs
- Ratepayers and residents across Canterbury
- Other interested South Island regions.

Tactics

Tactic	Timing	Responsibility
Joint Mayoral Forum/Ngāi Tahu media releases	End Nov 2020: Announcement of successful tenderer	Secretariat/Chair
	End Mar 2021: Public update on review	Secretariat/Chair
	End April 2021: Announcement of final report and next steps	Secretariat/Chair
Support distribution of media releases via Canterbury councils' and Ngāi Tahu social media platforms	Following publication of all media releases	Individual councils
Engagement with DIA officials	TBC	Project manager

Risks and issues

Risk	Mitigation
The proposed government reforms may be finalised more quickly than anticipated, reducing the impact of the review on final decisions and engagement with government	Maintain close watching brief on government progress Good engagement with DIA officials to ensure no surprises
The review project may take longer to complete than anticipated, reducing the time councils have to consider it and engage effectively with the government	Effective project management Ongoing monitoring by Three Waters Advisory Group and Three Waters Steering Group

Date: 27 November 2020

Presented by: Sam Broughton, Chair Three Waters Steering Group

Hamish Dobbie, Chair Three Waters Advisory Group

Three Waters service delivery review – tender evaluation report

Purpose

1. To seek approval of the preferred tenderer recommended by the Tender Evaluation panel to undertake the Three Waters service delivery review on behalf of the Canterbury Mayoral Forum.

Recommendations

That the Canterbury Mayoral Forum:

1. **receive this report, being a record of the Evaluation of Tenders received to undertake the Three Waters service delivery review for the Canterbury Mayoral Forum in partnership with Ngāi Tahu**
2. **approve the PricewaterhouseCoopers (PwC) tender to undertake the Three Waters service delivery review on behalf of the Canterbury Mayoral Forum and Ngāi Tahu for a tendered price of \$460,000 plus GST**
3. **note that the tender price includes a provisional sum of \$100,000 for undertaking a detailed stocktake, which may be superseded by the work managed by the Department of Internal Affairs (DIA) and \$60,000 for additional and ongoing advice to the Canterbury Mayoral Forum and Ngāi Tahu**
4. **note that the tendered price is within the budget allowance for this work out of the total budget of \$600,000 for the project.**

Background

2. This tender evaluation report is supplementary to the main report on Three Waters service delivery review.
3. Tenders for the Three Waters service delivery review were issued on 5 October 2020 and closed on 2 November 2020.
4. Eight tenders were received by the closing date.

Tender Evaluation

5. The eight tenders received by the closing date are listed below. Environment Canterbury reviewed the tenders for compliance with the tender conditions and then issued them to the Tender Evaluation Panel.

6. The Tender Evaluation Panel comprised of the following people.

Rob Kerr	Panel Chair	Independent Consultant
Kerry Weir	Probity Auditor	Environment Canterbury
Teresa Wooding	Team member	Christchurch City Council
Jeff Millward	Team member	Waimakariri District Council
Gerard Cleary	Team member	Waimakariri District Council
Tim Harty	Team member	Mackenzie District Council
Jessica Nandu-Templeton	Team member	Ngāi Tahu

7. The tender evaluation process consisted of three stages:

- pre-conditions
 - demonstrated understanding of the Treaty of Waitangi
 - financial viability
- non-price attributes
- value for money assessment (made against budget allocation)

8. All tenders passed the pre-conditions and advanced to the second stage of the evaluation.

9. The non-price attributes were:

Criterion	Weighting
Methodology	30%
Relevant experience and track record	20%
Capability and experience of nominated personnel	25%
Capacity of nominated personnel	15%
Sustainability contribution (think local, environmental and social)	10%
Total weightings	100%

10. Following discussion on the non-price scores of each tender, the panel considered those scores against tendered prices. The evaluation methodology required the panel to consider the best value for money offer based on balancing cost against the quality of the tenderers non-price attributes. The table below summarises the evaluated scores and tendered prices. The scoring sheet is included as attachment 1.

Tenderers	Weighted non-price score	Tendered Price (less provisional sums and excl GST)	Tendered Price (excl GST)
<i>This content is withheld under the Local Government Official Information and Meetings Act 1987 s7(2).</i>			

11. The evaluation panel had a robust discussion on the balance between price and quality and concluded the following:

- ***This content is withheld under the Local Government Official Information and Meetings Act 1987 s7(2).***
- the panel considered carefully if PwC would be able to bring independent thinking to the project due to the work that they have undertaken for the Crown (through DIA) to assist in establishing the Crown programme. The Panel are comfortable that this does not present an issue but advises to maintain a watching brief and discuss this with PwC should it be successful
- this degree of comfort has been confirmed through subsequent discussion to PwC's client at DIA (Richard Ward), who gave a very positive reference. PwC are no longer on contract with DIA, and DIA have confirmed that PwC does not have a conflict of interest
- ***This content is withheld under the Local Government Official Information and Meetings Act 1987 s7(2).***

Recommendation of preferred tenderer

12. The evaluation panel recommend PwC as the preferred tenderer for the Three Waters service delivery review for the Canterbury Mayoral Forum.

Financial Implications

13. The table below sets out the budget for the project. This shows that the proposed tender price is within the allowances for this work.

Activity	Budget	Provider
Project management	70,000	Kerr and Partners
Main review and analysis	300,000	Preferred tenderer
Ongoing advisory	60,000	Preferred tenderer (provisional)

Detailed stocktake	100,000	Preferred tenderer (provisional)
Contingency	70,000	Provisional
Total Budget	600,000	Plus GST

Next steps and timeframes

14. Subject to the approval of the Canterbury Mayoral Forum:
 - the Project Manager will progress negotiation of final terms and conditions with the preferred tenderer with support from Environment Canterbury
 - Chairs of the Three Waters Steering and Advisory Groups endorse the final terms of contract, and then
 - Environment Canterbury enters into the contract with the successful consultant on behalf of the Canterbury Mayoral Forum.
15. Mindful of the compressed timeframe for this review, this work will be conducted as quickly as possible to allow the consultant to commence work early in December.
16. PwC's programme shows delivery of the evaluation by the end of May 2021, with draft deliverables progressively each month leading to that report.

Attachments

- Tender evaluation scoring sheet.

Attachment 1: Tender evaluation scoring sheet

Weighted Attribute Evaluation																					
CONTRACT NO:		2123-20/21																			
CONTRACT:		Three Waters Service Delivery Review																			
				1		2		3		4		5		6		7		8			
		Tenderer Name:																			
				Score		WxS		Score		WxS		Score		WxS		Score		WxS			
		Attribute	Attribute Total Weighting	Minimum Acceptable Score	Score	WxS	Score	WxS	Score	WxS	Score	WxS	Score	WxS	Score	WxS	Score	WxS	Score	WxS	
Pre-conditions	Demonstrated understanding of the Treaty of Waitangi																				
	Financial Viability																				
Evaluation of Suppliers (non-price attributes)	Methodology		30%	0																	
	Relevant experience and track record		20%	0																	
	Capability and experience of nominated personnel		25%	0																	
	Capacity of nominated personnel		15%	0																	
	Sustainability contribution		10%	0																	
Balanced evaluation	Weighted score																				
	Weighted score rank																				
	Price																				
	Preferred tender by Panel																				

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

Date: 27 November 2020

Presented by: Peter Scott, Environment Canterbury

Regional response to the Essential Freshwater package

Purpose

1. This paper provides an outline of why a united, regional response is required from the Canterbury Mayoral Forum to the Government's Essential Freshwater package and provides advice on how this could be achieved.

Recommendations

That the Canterbury Mayoral Forum:

1. **establish an Essential Freshwater Steering Group to oversee a regional response to the Essential Freshwater package, with a focus on community engagement and the development of a Communications Plan.**
2. **the Mayoral Forum invite a representative of Te Rūnanga o Ngāi Tahu to be a member of the Essential Freshwater Steering Group**
3. **request the Chair of the Mayoral Forum to recommend the membership of the Steering Group to the next meeting of the Mayoral Forum.**

Background

2. Under the direction of the Canterbury Water Management Strategy (CWMS), the region has made good progress in addressing freshwater management issues. However, through the Essential Freshwater package, Central Government has signalled that more is required to halt further degradation.
3. On 28 May 2020, Minister Parker announced the Essential Freshwater national direction package. This announcement signalled where changes to the policy package had been made in response to the consultation on the proposals in September 2019. The amended policy documents were released on 5 August following gazettal, including:
 - National Policy Statement for Freshwater Management 2020 (NPS-FM 2020),
 - National Environmental Standard for Freshwater 2020 (NES-F),
 - Stock Exclusion Regulations, and
 - Measurement and Reporting of Water Takes Regulations.

4. Some aspects of the NES-F and the NPS-FM 2020 took effect on 3 September 2020, and others (such as regulations relating to intensive winter grazing and applications of synthetic fertiliser) take effect over the next 12 months.

The Essential Freshwater Package

5. Key aspects of the new requirements in Essential Freshwater include:
 - the concept of Te Mana o te Wai has been strengthened, including a hierarchy of obligations that prioritises the health and wellbeing of water as a first priority, the health needs of people as a second priority, and the ability of communities to provide for their social, economic and cultural wellbeing as a third priority
 - new rules have been introduced placing greater restrictions on high-risk farming activities such as intensive winter grazing, stock exclusion, application of nitrogen fertiliser, intensification of land use
 - greater protections have been placed on streams, wetlands, and fish habitats
 - new compulsory values have been introduced for threatened species and mahinga kai
 - new attributes, and changes to existing attributes have been made to strengthen the management of freshwater.
6. Changes will be required to the regional regulatory framework to give effect to NPS-FM 2020. A 'long-term vision' for freshwater in Canterbury will need to be developed and incorporated into the Regional Policy Statement, informed by discussion with Papatipu Rūnanga and the community as part of implementing Te Mana o te Wai. Freshwater plans will need to be amended by 31 December 2024 to incorporate new freshwater attributes, and existing freshwater attributes and limits will need to be amended to comply with new national bottom lines.
7. Implementing Te Mana o te Wai requires specific actions to be undertaken by councils, communities and tangata whenua. The new Te Mana o te Wai provisions provide opportunities for greater participation and decision-making roles for Te Rūnanga o Ngāi Tahu. Local authorities must actively involve tangata whenua in decision-making. Engagement is underway in Canterbury with Te Rūnanga o Ngāi Tahu and Papatipu Rūnanga to understand what this will look like in each rohe.
8. Amongst the community, there is a desire to see improvements in our environmental outcomes, particularly for freshwater. Through the implementation of the CWMS, as a region, we have been working to achieve this. It is important to recognise that many of the new rules and framework set through Essential Freshwater are aligned with the existing direction as guided through the CWMS.
9. For instance, the NPS-FM 2020 requires a long-term vision for freshwater to be set. While it may need to be reviewed, the CWMS sets out a long-term vision for freshwater in Canterbury. The outcomes sought through the CWMS under the Ecosystem Health/Biodiversity target area are aligned to the increased protection for streams, wetlands and fish habitats and the new value for threatened species introduced in Essential Freshwater.

10. Although the strengthening of Te Mana o te Wai in the NPS-FM 2020 introduces a significant change through the new hierarchy of obligations (water first), some of the supporting policies for the implementation of the concept (e.g. the requirement for tangata whenua to be actively involved in freshwater management and the introduction of mahinga kai as a compulsory value) are reflected in the kaitiakitanga target area of the CWMS.
11. The current regulatory framework including the Land and Water Regional Plan and the sub-regional plans have been developed under the guidance of the CWMS. This means the region is well placed to adapt and implement the new requirements. For instance, the region already has frameworks in place for Farm Environment Plans and stock exclusion through the existing regulatory framework.
12. In many cases the new requirements go further than what the existing regulatory framework, developed in close consultation with the community, requires. There is understandably concern in the community that the Essential Freshwater requirements will undermine the significant work already undertaken (most recently in terms of supporting the development of Plan Change 7) by individual landowners and the community more broadly.
13. Although there is alignment through the CWMS, the changes introduced through Essential Freshwater are significant and the impacts on the community need to be acknowledged, particularly given that the uncertainty that has been created through the introduction of the new policies is coming on top of existing uncertainty created through the Covid-19 global pandemic.
14. One of the key sources of the uncertainty for the community is the timeframe for implementing and achieving the new requirements. Although the CWMS has set the region on the correct path to achieving the outcomes sought by Essential Freshwater, more action may be required sooner. Environment Canterbury is still assessing the new requirements and planning the implementation approach that will be taken over the coming years. Because of the uncertainty already in the community, a considered, united, regional approach to engaging with the community around the implementation of Essential Freshwater is required.

The need for a regional approach

15. The immediate impact of these rules has been felt initially amongst the rural community where tighter controls have been placed on many activities associated with farming, including further intensification of land-use, cap on the use of nitrogen fertiliser, exclusion of stock from waterways, and intensive winter grazing.
16. However, urban development and activities undertaken in urban environments also impact freshwater. Increased protections for wetlands, streams, and fish habitat (including fish passage) are likely to impact territorial local authorities directly by increasing the requirements for construction of instream structures such as culverts and weirs. It will also result in more restrictions on consents for abstractions (e.g. drinking

water supply), and discharges (e.g. stormwater and wastewater). Territorial local authority district plans must also be amended to reflect the implementation of Te Mana o te Wai as set out through an amended Regional Policy Statement. In time, urban communities will likely experience impacts of Essential Freshwater due to tighter controls on land use development and subdivision.

17. The implications of the Essential Freshwater package are far reaching, however as a statutory requirement, we as local authorities must all respond to it. A united regional approach to this response is required to support Te Rūnanga o Ngāi Tahu and the wider community through this period of uncertainty. This will help to reduce the impacts of the changes by:
 - reducing uncertainty for the community by providing consistent messaging for landowners and the wider community, particularly in terms of timeframes for implementation
 - identifying opportunities where additional support (e.g. through funding) is necessary within the region to support the transition to implementing the Essential Freshwater package
 - ensuring that a united, regional voice is presented to central government as further considerations are given to implementation
 - reducing the burden of engagement for Te Rūnanga o Ngāi Tahu through consistent processes and expectations across the region and help to deflect any perceived responsibility of iwi for the Te Mana o te Wai requirements.

Proposed Mayoral Forum Essential Freshwater Steering Group

18. The Mayoral Forum is well placed to lead the development of a regional approach to the response to Essential Freshwater. To facilitate this, it is proposed that an Essential Freshwater Steering Group be established within the existing Regional Forum structure.
19. The functions of the proposed Essential Freshwater Steering group would be to:
 - oversee the development of a communications plan to facilitate consistent regional messaging to support the transition of the region to implementing the Essential Freshwater package
 - act as the single, united voice on behalf of the Canterbury Mayoral Forum to communicate with the regional sector (other regions mayors/chairs and chief executives), sector groups, central government, and wider community, in relation to Essential Freshwater.
20. To enable these functions to be fulfilled, the membership of the proposed Essential Freshwater Steering Group must include representation from across the region but remain small enough to respond quickly if required. On this basis, it is recommended that membership include:
 - Mayor and chief executive to represent North Canterbury.

- Mayor and chief executive to represent Central Canterbury.
 - Mayor and chief executive to represent South Canterbury
 - Chair and Chief Executive from Environment Canterbury.
21. Given the role that Papatipu Rūnanga will have in guiding the implementation approach to Te Mana o te Wai, it may be appropriate for a representative of Te Rūnanga o Ngāi Tahu to be on the steering group as well.
 22. It is recommended that in selecting the members of the sub-group, the Mayoral Forum ensure that both rural and urban interests are represented. The Mayoral Forum will also appoint a chair of the Essential Freshwater Steering Group from one of the selected members.
 23. The Essential Freshwater Steering Group would have the ability through the Chief Executives Forum to task the existing Regional Forum Working Groups and/or council staff with preparing advice to support them in performing their functions.
 24. Draft Terms of Reference are set out in Attachment 1.
 25. The first step for developing a unified regional response to Essential Freshwater is to work together to develop and use consistent key messages and communications across the region. The steering group would be initially tasked with developing a communications plan to provide consistent, aligned messaging to the community to help manage the uncertainty being created through the new requirements.
 26. A comprehensive communications plan (see Attachment 2 for an initial outline) will:
 - identify who will act as the spokesperson on behalf of the region
 - provide consistent, regionally agreed key messages for different stakeholder audiences including regional sector (other regions mayors/chairs and chief executives), sector groups (e.g. Beef & Lamb, Federated Farmers), central government and the wider community
 - identify key issues specific to each audience group and opportunities for engagement with these key groups
 - identify risks, issues and any necessary mitigations for managing these
 - establish clear guidance on approval, sign-off before distribution of messaging.

Attachments

- Attachment 1: Essential Freshwater Steering Group – Draft Terms of Reference
- Attachment 2: Proposed Communications Plan - Outline

Attachment 1: Essential Freshwater Steering Group – Draft Terms of Reference

Purpose

1. The purpose of the Essential Freshwater Steering Group (the Steering Group) is to:
 - Oversee the development of a communications plan to facilitate consistent regional messaging to support the transition of the region to implementing the Essential Freshwater package.
 - Act as the single, united voice on behalf of the Canterbury Mayoral Forum to communicate with the regional sector (other regions mayors/chairs and chief executives), sector groups, Central Government and the wider community, in relation to Essential Freshwater.
2. The Steering Group reports to the Mayoral Forum and is mandated by the Canterbury Local Authorities' Triennial Agreement 2020–22.

Membership and Operation

3. The members of the Steering Group are:
 - Chair and Chief Executive of Environment Canterbury
 - One mayor and chief executive representing North Canterbury
 - One mayor and chief executive representing Central Canterbury
 - One mayor and chief executive representing South Canterbury
 - A representative of Te Rūnanga o Ngāi Tahu
4. Representatives of North, Central and South Canterbury and a Chair for the Steering Group will be appointed by the Mayoral Forum.
5. The Steering Group may invite other agencies to present and participate in its discussions as the Steering Group considers appropriate.
6. The Steering Group may task other Regional Working Groups and/or council staff to provide advice as necessary.

Work Programme

7. The Steering Group will develop a Communications Plan and report back to the Mayoral Forum.
8. The Steering Group will meet as frequently as necessary to perform their purpose.

Review and amendment of these terms of reference

9. The Forum may recommend changes to its terms of reference to the Mayoral Forum.

10. The Chief Executives Forum will review the terms of reference three-yearly in the year following local authority elections.

Attachment 2: Proposed Communications Plan - Outline

Rational and purpose of the plan

Background on Essential Freshwater package

Why a communications plan is required

Objectives

What the plan aims to achieve – develop consistent messaging from Canterbury region

Strategic Approach

Steering Group to develop key messages from a 'whole of region' voice

Consistent, regional messaging to be distributed to community supported by individual council channels

All communications to Central Government to come from a stronger 'whole of region' voice through the Steering Group

Spokesperson

Identify a single spokesperson, selected from the Steering Group to represent and be the one voice of the 'whole of region' messaging

Key messages

Key messages to be developed by Steering Group including, for example:

- Good progress has been made under CWMS
- Region well positioned to adapt to the new requirements
- Acknowledge concern and uncertainty for community. But Essential Freshwater is statutory requirement – we must all work together to implement in way that achieve best outcomes for Canterbury
- Implementing Te Mana o te Wai is a significant shift. Not a Ngāi Tahu concept so we all must work together to develop an understanding of what it means for implementation in Canterbury
- Timeframes for implementation are particular concern, long term vision allows for sustainable approach to be determined for the region
- Region is working with Central Government to find solutions for Canterbury

Key stakeholders and audiences

Minister for the Environment

Minister for Primary Industries

Ministry for the Environment - Freshwater Implementation Group

LGNZ Sector groups (other mayors and CEs)

Sector representative Groups e.g. Federated Farmers, Beef & Lamb etc.

General community

Papatipu Rūnanga

Action Plan

Identifying the approach to communicating with each sector/audience

Identifying engagement opportunities (existing forums, meetings etc.), the timing, who will be responsible for delivering.

Risks

A register of risks and issues and any actions taking to mitigate them

Frequency that these are reviewed

Approval and sign-off processes

Specifying a clear process, roles and responsibilities for sign-off of communications before distribution

Date: 27 November 2020

Presented by: Peter Scott, Environment Canterbury

Canterbury Water Management Strategy Zone Committee Review

Purpose

1. The purpose of this paper is to provide an update on the Canterbury Water Management Strategy (CWMS) zone committee review and seek the Forum's confirmation of the revised Terms of Reference and introduction of the Letter of Shared Priorities and Zone Committee Action Plans.

Recommendations

That the Canterbury Mayoral Forum:

- 1. confirm the revised Terms of Reference and the introduction of the Letter of Shared Priorities and Zone Committee Action Plans for the Canterbury Water Management Strategy zone committees.**

Background

2. As part of the Fit for Future project in 2019 (identifying 2025 and 2030 CWMS goals) the Mayoral Forum reaffirmed its support for zone committees and the collaborative management approach, and asked Environment Canterbury to lead further advice on how to help zone committees transition from a focus on policy and planning to one of implementation.
3. Since their establishment, the majority of zone committees have played a lead role in their communities to advance recommendations for the Canterbury Land and Water Regional Plan. Zone committees will continue to play an important role supporting the region's ability to respond to the requirements of the Essential Freshwater package.
4. Earlier this year, Environment Canterbury developed a series of suggestions for changes to the role and function of zone committees through adjustments to the zone committees' Terms of Reference and the introduction of two new mechanisms (Letter of Shared Priorities and Zone Committee Action Plans) to provide clarity on the role of zone committees. Attachment 1 outlines the process followed for the review.
5. Initial proposed changes to the Terms of Reference, informed by different partners and processes, were tested and refined with Environment Canterbury councillors and discussed with all territorial authorities, Rūnanga representatives and zone committees.

6. Feedback from territorial authorities, Rūnanga representatives and zone committees on the proposed changes to the Terms of Reference has been positive. Minor wording changes to clarify meaning were made following this engagement. An update on progress was provided to the Mayoral Forum in September 2020.

Recommended mechanisms

7. The revised Terms of Reference and new Letter of Shared Priorities aim to provide committees with clarity on their purpose and role, and refine the committees' ways of working. This is primarily through a reduction in the required number of formal meetings (freeing up time for community engagement) and the requirement for each zone committee to develop its own Action Plan.

Terms of Reference

8. Zone committees' Terms of Reference have been revised to include a more explicit statement of their purpose and functions (uphold the mana of freshwater bodies within their zone by facilitating enduring land and water management solutions that give effect to the CWMS vision, principles and targets in their zone) and a shift to a focus on implementation by:
 - **facilitating community engagement and collaboration** – continuing an active programme of engaging with communities on freshwater management matters
 - **facilitating and provision of advice** through to councils (relevant territorial authorities and Environment Canterbury) and others (e.g. private sector) contributing to freshwater management
 - **enhancing delivery capability and coalition of the willing** – working with stakeholders across all sectors to extend the resources available to implement the CWMS, including connecting others to additional resources and seeking opportunities to promote, support, leverage and expand catchment-based initiatives that deliver the CWMS
 - **progress reporting** – annual reporting to Councils on progress towards delivery of the zone-specific priorities and CWMS target areas identified in the Zone Committee Action Plan.
9. The revised Terms of Reference clarify that zone committees are to be guided by Iwi Management Plans when preparing their Zone Committee Action Plans. Rūnanga are also invited to provide guidance to zone committees through the Letter of Shared Priorities.

A new Letter of Shared Priorities

10. Environment Canterbury has worked with each zone's relevant territorial authority, and will work with each Rūnanga, to identify shared priorities as they relate to water management in Canterbury which require the assistance of the relevant zone committee to work on over a three-year period.

11. Environment Canterbury, along with the relevant territorial authorities, has identified specific priorities to progress the 2025 Goals and guide zone committees in their actions. Once finalised and adopted, these shared priorities will be provided to each zone committee by the territorial authority/authorities associated with the zone committee and Environment Canterbury by way of the Letter of Shared Priorities.

Zone Committee Action Plans

12. Zone Committee Action Plans are proposed to be developed by each zone committee to help committees identify, prioritise and focus on practical work for a specific timeframe (three years).
13. These Action Plans would be bound by the Terms of Reference, Letter of Shared Priorities and CWMS Targets and guided by existing Zone Implementation Programmes and Zone Implementation Programme Addenda, Iwi Management Plans and engagement with the community. The Zone Committee Action Plans will enable committees to:
 - clearly communicate zone committee priorities and actions
 - enable annual planning and scheduling
 - measure committees' progress and achievements in a practical way
 - enable communities to see what zone committees are currently working on.

Current status

14. All zone committees including Rūnanga representatives and territorial authorities have now met to discuss the proposed changes. Territorial authorities are finalising their feedback and priorities for the Letters of Shared Priority.
15. As at 18 November, four of the ten Territorial Authorities have developed their priorities for the Letter of Shared Priorities. The remaining councils are part-way through their council discussions. We anticipate all councils will have completed their Letter of Shared Priorities by the end of the year.
16. Hurunui District Council is exploring options for a new joint committee focused on water and land in the Hurunui district.
17. The next step in the process seeks the Mayoral Forum's confirmation of the approach to the Zone Committee review, including the recommended amendments to the zone committees' Terms of Reference, and the introduction of the two new mechanisms – Letter of Shared Priority and Zone Committee Action Plans.
18. Following the Mayoral Forum confirmation, all councils will formally adopt the revised Terms of Reference and Letter of Shared Priorities and convey these to zone committees in the new year.

Next steps

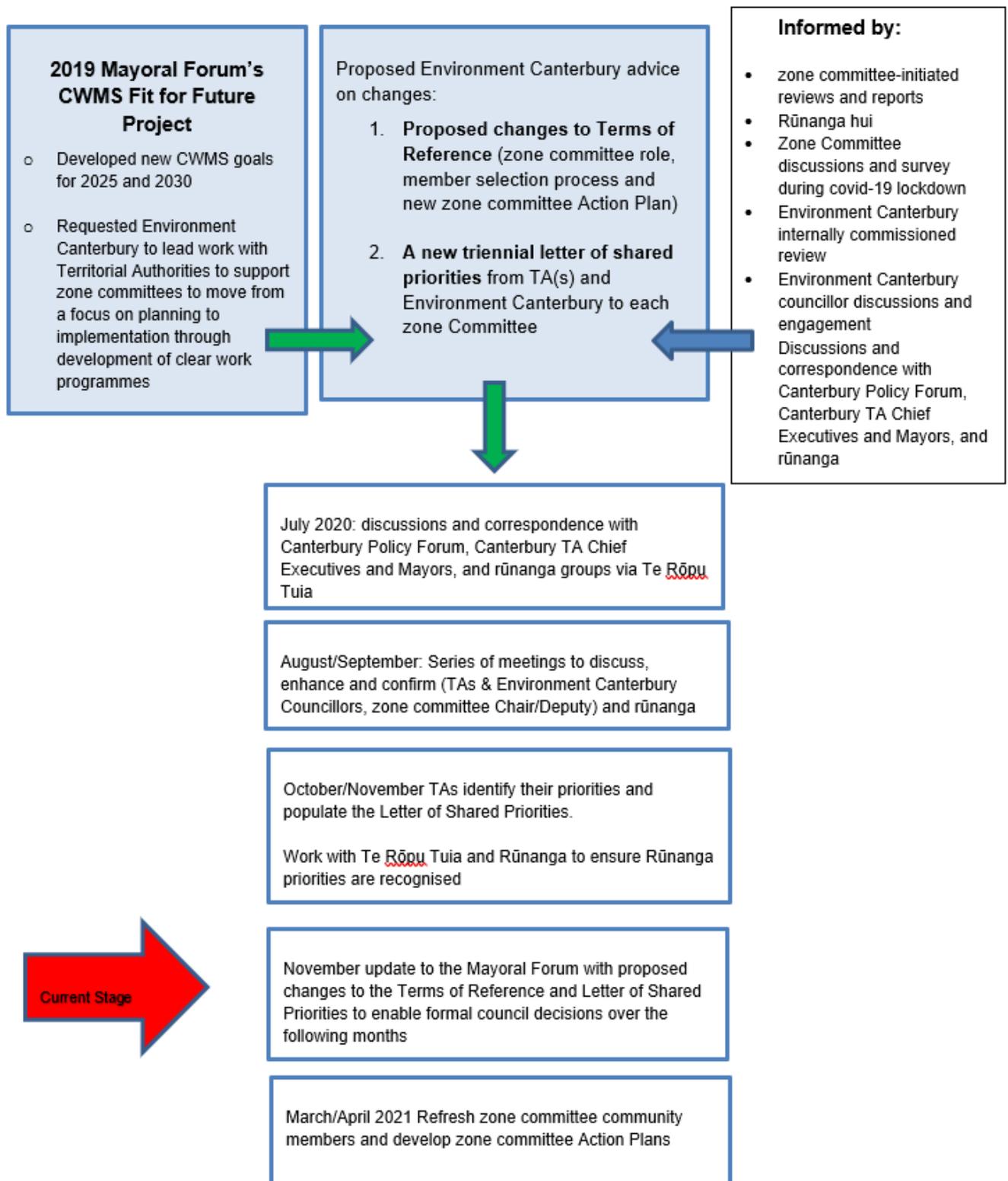
19. The next steps in the process are set out below:

27 November 2020	Mayoral Forum confirmation of the approach to the Zone Committee review.
November/December 2020	Territorial Authorities finalise their priorities for the Letters of Shared Priorities.
10 December 2020	Environment Canterbury Council formally endorses the revised zone committee Terms of Reference and regional priorities and recommends to Territorial Authorities that the finalised Terms of Reference be similarly adopted.
February/March 2021	Formal adoption by each council of the Terms of Reference. Communications Plan drafted.
February/April 2021	Refresh zone committee membership as required and begin preparation of Zone Committee Action Plans.

Attachments

- Attachment 1: Zone Committee Review Process

Attachment 1: Zone Committee Review Process



Date: 27 November 2020

Presented by: Maree McNeilly, Secretariat

Draft Communications Strategy

Purpose

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

Recommendations

That the Canterbury Mayoral Forum:

1. **approve the Communications Strategy 2020-2022.**

Background

2. Following the launch of the *Mayoral Forum's Plan for Canterbury* on 4 September 2020 the secretariat was tasked with preparing a communications strategy to publicise decisions and achievements aligning with the Plan and other Mayoral Forum activities.
3. The strategy was drafted in consultation with communications staff at Environment Canterbury and was considered at the Chief Executives Forum on 2 November 2020. Feedback from the Chief Executives has been incorporated into this draft.

Draft Communications Strategy

4. The purpose of the draft Communications Strategy is to clearly articulate when and how the Canterbury Mayoral Forum will promote its leadership, facilitation and advocacy for Canterbury, and to raise interest and awareness of the Mayoral Forum.
5. The strategy is focussed on the actions in the *Mayoral Forum's Plan for Canterbury 2020-2022* and responds to other matters of importance and interest to the Canterbury region.
6. The objective of Mayoral Forum communications is to promote the work and raise awareness of the forum with central government, Ministers, Members of Parliament, central government officers, local government councillors and staff, ratepayers and members of the public.
7. While consensus on communications is the overall aim, the draft strategy makes it clear that the Mayoral Forum accepts that its members and their councils will not always be of

a single mind on every issue. Communications from the Mayoral Forum would therefore require agreement from most members before release, with dissenting views acknowledged. If there is not collective agreement on an issue then communications would likely be handled by individual Mayors, not under the auspices of the Mayoral Forum. Final decisions in these situations would be made by the Chairs of the Mayoral and Chief Executives' Forums.

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

Communication Plans

9. For specific or complex projects (such as Essential Freshwater (agenda item 5); Three Waters (agenda item 4)) a communications plan will be prepared to ensure communication activities are coordinated, effective and consistent with the Communications Strategy.
10. Communications plans will identify the rationale and purpose of the plan, spokesperson, key messages, identification of key stakeholders and audience, risks and issues and approval and sign off processes for the plan.

Attachments

- Draft Canterbury Mayoral Forum Communications Strategy

Communications Strategy 2020-22

Canterbury Mayoral Forum Communications Strategy

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

Version Control

Version	Action	Who	Date
1	draft strategy	Maree McNeilly Secretariat	24 Aug 2020
	review draft strategy	Hayley Lilley, ECan Communications	9 Sep 2020
	additional review	Maree McNeilly Secretariat	30 Sep 2020
	additional review	Hayley Lilley, ECan Communications	8 Oct 2020
1.1	Review following CE Forum 2 November 2020	Maree McNeilly, Secretariat	3 Nov 2020

Introduction

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

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

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

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

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

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

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

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

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

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

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

Purpose

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

This communications strategy shows how effective communications can:

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

The Canterbury Mayoral Forum is committed to standing together for Canterbury and speaking with one voice to secure the best possible outcomes for our region and its communities. The Forum accepts, however, that its members and their councils will not be of a single mind on every issue. Communications from the Mayoral Forum would require agreement from **majority** of members before release, with dissenting views acknowledged. If there is not collective agreement on an issue then communications would likely be handled by individual Mayors, not under the auspices of the Mayoral Forum. The Chairs of the Mayoral and Chief Executives Forums would make final decisions.

Communications Objectives

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

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

What is in scope?	What is out of scope?
Mayoral Forum's Plan for Canterbury	local TA issues
Canterbury Regional Economic Development Strategy 2017-2019	
Canterbury-wide issues	

Authority to act

Communications may be initiated by any member of the Mayoral or Chief Executives Forum. The Secretariat will generally prepare communications, with appropriate input from Forum members,

council communication teams and with engagement of all members on the draft. Final decisions will rest with the Chairs of the Mayoral and Chief Executives Forums.

Themes behind all communications

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

Canterbury Mayoral Forum audiences

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

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

Structure of Communications

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

Channels of communications

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

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

Media

Communication principles

The Canterbury Mayoral Forum's communication will:

- be delivered in a way that is caring, confident and straight talking

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

Media principles

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

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

What / When we will communicate

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

Communications Approach

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

Media Communications

Approach

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

Media Protocols

All key communications to be agreed by majority of members of the Mayoral Forum. Dissenting views to be acknowledged.

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

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

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

Communications Plans

For specific or complex projects (such as the Essential Freshwater and Three Waters reform programmes), a communications plan will be prepared to ensure activities are coordinated, effective and consistent with the Forum's communications strategy.

Communications plans will articulate the following:

- rationale and purpose of the plan: background on the issue, and why a plan is needed
- identification of who the spokesperson will be on the matter in question – if it is not the Chair Mayoral Forum
- objectives and measures of success: what the plan seeks to achieve, and how this will be measured
- strategic approach to be followed: how the plan will be implemented, and the objectives met
- key messages: the main points arising from the communications activities
- identification of key stakeholders and audience: clarify the stakeholders involved or interested in the subject of the activities, and the audience(s)
- action plan: the tactics and activities to be implemented, their timing, and clarification of responsibilities to achieve them
- risks and issues, and planned mitigations: what may occur as a result of the release, or other factors that may affect the communications activities' effectiveness, and the actions that can be taken to reduce or remove these impacts.
- clarification of approval and sign-off process: clear identification of who needs to be involved in reviewing and approving communications before they are released or distributed (for example, the convenor of the Climate Change Working Group would be included in reviewing or approving communications activities in the plan relating to climate change matters).

Measurement

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

Quantitative measures could include:

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

Date: 27 November 2020

Presented by: Jim Palmer, Chair Chief Executives Forum

Engagement with the new Government

Purpose

1. This paper seeks Mayoral Forum agreement on the approach to briefing incoming Ministers and Members of Parliament (MPs) on the Forum and its work following the 2020 General Election.

Recommendations

That the Canterbury Mayoral Forum:

1. **note the letters of congratulations, along with an invitation to join the Mayoral Forum for lunch on 27 November, that were sent to all Canterbury MPs on 3 November 2020**
2. **agree to write to incoming Ministers responsible for each of the five priority areas of the *Mayoral Forum's Plan for Canterbury 2020-2022***
3. **authorise the secretariat to commence arranging a Mayoral Forum visit to Wellington to meet with relevant Ministers**
4. **appoint mayors as portfolio leads or co-leads to support implementation of the Plan for Canterbury at its first meeting in 2021**

Background

2. Communicating with elected Canterbury MPs and incoming Ministers following the general election and formation of a new Government is an opportunity to introduce the Mayoral Forum and its work, highlight regional priorities and build relationships as a basis for future advocacy and joint activity with central government.
3. Advocating for Canterbury with government is a key part of the Forum's regional leadership role and achieving outcomes in the five key priority areas outlined in the *Mayoral Forum's Plan for Canterbury*.
4. At the Chief Executives Forum on 2 November, it was agreed (in consultation with the Mayoral Forum Chair) to send letters of congratulations to Canterbury-based MPs and invite them to lunch following the November Mayoral Forum meeting. A copy of the letter and invitation is attached to this paper (Attachment 1).

5. Now that the new Government has been formed and Ministers appointed, this paper outlines opportunities for Canterbury and proposes areas on which the Forum may wish to focus its engagement.
6. The Greater Christchurch Partnership (GCP) is also, and individual councils are likely to be, preparing briefings for incoming Ministers. While each group may have a different focus, i.e. a Christchurch urban development focus for GCP, it will be important that our briefings are consistent with a whole of Canterbury view.
7. To enable the Mayoral Forum to be focused and targeted in its engagement with Ministers, the start of a new Government term offers the Forum an opportunity to consider which matters it may take the lead on in the coming few years, and which matters it may be more appropriate to support.
8. For example, the Mayoral Forum may consider that urban transport matters should be the domain of the Greater Christchurch Partnership, but that it will retain leadership on freight transport options. Likewise, while Environment Canterbury will have a significant role in conversations regarding freshwater reforms, there may be aspects of the engagement that are better led by the Mayoral Forum (e.g. matters that the regulator should not comment on).
9. Another matter for the Forum to consider is the appointment of Mayors to be the leads and/or co-leads for each priority area. If this is something that the Mayoral Forum would like to consider, then this could be determined at the Forum's February meeting.

Formation of the new Government

10. On 1 November, the Labour Party signed a Cooperation Agreement with the Green Party. The agreement provided the Green Party with ministerial portfolios outside of Cabinet, and a confidence and supply arrangement between the parties.
11. The areas of priority and cooperation in the agreement are:
 - achieving the purpose and goals of the Zero Carbon Act through decarbonising public transport, decarbonising the public sector, increasing the uptake of zero-emission vehicles, introducing clean car standards, and supporting the use of renewable energy for industrial heat
 - protecting our environment and biodiversity through working to achieve the outcomes of Te Mana o te Taiao, the Aotearoa New Zealand Biodiversity Strategy 2020, protecting Kauri, building on pest management programmes, and taking action to minimise waste and problem plastics
 - improving child wellbeing and marginalised communities through action on homelessness, warmer homes, and child and youth mental health.
12. Ministerial portfolios were announced on 3 November, and Ministers were sworn in on 6 November.

13. The new Ministry no longer includes the Greater Christchurch Regeneration portfolio, signalling the region's recovery and regeneration from the earthquakes will no longer be a key area of focus for the new Government.
14. The Commission Opening of the 53rd Parliament will take place on Wednesday 25 November.
15. The State Opening of Parliament will take place on Thursday 26 November, at which time the Governor-General will deliver the Speech from the Throne, outlining the Government's priorities for this parliamentary term.
16. The Speech from the Throne will be considered in the finalisation of proposed briefings for the incoming Ministers.

Timing of Ministerial briefings

17. Following the Speech from the Throne, the House will have nine sitting days to Christmas. Parliament will likely begin legislating at some point in the week beginning 30 November.
18. Ministers will be receiving briefings from their departments and government agencies, which likely commenced soon after the announcement of Ministers and their swearing in.
19. Given the timing of the Speech from the Throne it may be a challenge to finalise letters and get them sent in time before Parliament rises. Sending letters in December may provide an opportunity to arrange meetings with Ministers early in the new year. However, a risk with sending letters before Christmas may result in them being lost amongst the many departmental and agency briefings.

Summary of Government priorities for the coming term

20. In announcing its ministerial portfolios, the Government stated it is focused on two key priorities: continuing the health response to COVID-19; and to drive economic recovery to "build back better". The ministerial line-up reflects these priorities, with an enhanced health team and a senior economic team.
21. Ahead of more detailed information from the new Government, the Labour Party manifesto provides guidance on the Government's key objectives in achieving its COVID-19 recovery plan:
 - supporting people to retrain for tomorrow's jobs
 - creating jobs by rebuilding critical infrastructure
 - future-proofing the economy by investing in plans to combat climate change, reduce waste, and support developing green energy
 - supporting small businesses and entrepreneurs to adapt, recover and grow

- growing exports and building a confident and internationally connected nation.
22. The objectives fit well with the Plan for Canterbury’s priorities, notably shared economic prosperity and climate change mitigation and adaptation.
23. The manifesto also sets out several initiatives of interest to the Forum that are aligned with the Plan for Canterbury:
- rework and replace resource management legislation (*sustainable environmental management of our habitats*)
 - continue the roll out of rural broadband (*shared economic prosperity, and CREDS*)
 - partner with regions to progress their regional economic development plans by making \$200 million seed funding available through the Regional Strategic Partnership Fund for strategic investments in projects or programmes that support the growth of new and innovative industries, deliver sustainable employment opportunities, and further a region’s economic development (replacing the Provincial Growth Fund) (*shared economic prosperity*)
 - continue work to develop an immigration system that better matches the needs of employers in different regions with the talents and aspirations of migrant workers (*shared economic prosperity*)
 - expand the Just Transitions Unit to regions and communities beyond Taranaki, where it is currently working to transition the Taranaki economy away from oil and gas (*climate change mitigation and adaptation*)
 - empower local councils to decide which land can be used for plantation and carbon forests through the resource consent process (*climate change mitigation and adaptation; sustainable environmental management of our habitats*)
 - reform New Zealand’s drinking water and wastewater system and upgrade water infrastructure to create jobs across the country (*Three Waters*)
 - achieve efficient and fair allocation of freshwater resources, having regard to all interests including Māori, and existing and potential new users (*sustainable environmental management of our habitats*)
 - extend the National Policy Statement for Freshwater Management to cover estuaries in similar detail to freshwater itself (*sustainable environmental management of our habitats*).
 - help New Zealand’s freight network to become more sustainable and efficient, including through coastal shipping (*better freight transport options*).

Ministerial portfolios

24. The following table identifies the Ministers with portfolios of relevance to Canterbury and the Mayoral Forum’s five key priorities.

Plan for Canterbury priority area	Minister	Rank	Portfolio	Key issues	Lead
Sustainable environmental management of our habitats	Hon David Parker	8	Environment	Essential Freshwater	Mayoral Forum
	Hon Damien O'Connor	11	Agriculture Land Information	NPS Indigenous biodiversity	
	Hon Kiri Allan	18	Conservation	Biodiversity Strategy	
	Hon James Shaw		Climate Change Assoc Environment – Biodiveristy		
Shared economic prosperity	Hon Grant Robertson	2	Infrastructure	Regional development issues	Mayoral Forum
	Hon Stuart Nash	12	Economic and Regional Development Tourism	South Island Destination Management Plan	
	Jan Tinetti	16	Internal Affairs	Freedom Camping	
	Hon Damien O'Connor	11	Agriculture, Trade and Export Growth, Rural Communities, Land Information	Food, fibre and agritech	
	Hon Kris Faafoi	13	Immigration	Attracting skilled migrants	
	Hon Chris Hipkins	5	Education	International students	

Plan for Canterbury priority area	Minister	Rank	Portfolio	Key issues	Lead
Better freight transport options	Hon Grant Robertson	2	Infrastructure	Long distance freight by rail and coastal shipping	Mayoral Forum <i>(urban transport – GCP)</i>
	Hon Michael Wood	17	Transport	Road safety Transport emissions Road maintenance	
Climate change mitigation and adaptation	Hon James Shaw	--	Climate Change	Regional risk assessment Adaptation planning Carbon footprint assessments	Mayoral Forum
Three Waters	Hon Nanaia Mahuta	9	Local Government	Three Waters service delivery review DIA-led reforms	Mayoral Forum
Other	Hon Chris Hipkins	5	COVID-19 recovery and oversight	Post-pandemic recovery of Canterbury	Mayoral Forum

25. Based on the above table it is proposed that the Mayoral Forum would write to:

- David Parker: Essential freshwater, indigenous biodiversity
- Damien O'Connor: Essential freshwater
- Kiri Allan: biodiversity
- Stuart Nash: regional development, South Island Destination Management Plan
- Jan Tinetti: freedom camping
- Damien O'Connor: food, fibre and agritech
- Kris Faafoi: attracting skilled migrants
- Chris Hipkins: international students, COVID-19 recovery
- Grant Robertson: regional development, long distance freight by rail and coastal shipping
- Michael Wood: long distance freight by rail and coastal shipping, road safety, transport emissions, road maintenance
- James Shaw: biodiversity regional risk assessment, adaptation planning, carbon footprint assessments
- Nanaia Mahuta: Three Waters

26. Letters and meeting requests could be grouped as follows:

- David Parker, Damien O'Connor for freshwater
- David Parker, Kiri Allan and James Shaw for biodiversity
- Grant Robertson and Michael Wood for transport
- Grant Robertson, Stuart Nash and Jan Tinetti for tourism and regional development
- Kris Faafoi and Chris Hipkins to talk about attracting both migrants and international students, and the intersect here with Covid-19 recovery

and individual letters to:

- James Shaw, Damien O'Connor and Nanaia Mahuta on the stand alone issues for their portfolios.

27. A draft letter for Hon Minister Mahuta is attached as an example of the approach proposed (Attachment 2)

Opportunities and risks

28. The new Government's priorities present the following opportunities for the Mayoral Forum to support the priority areas in the Plan for Canterbury:

- a clear intent to invest in infrastructure and jobs across New Zealand
- continued focus on rural digital connectivity, and support for transport planning and investment, including rail and coastal freight
- continued focus on climate change adaptation and mitigation
- certainty for local government on the continued reform of the Resource Management Act, and three waters and freshwater reform programmes
- increased spending on health, including mental health.

29. Potential risks are:

- Cabinet is largely made up of North Island-based members – only Hon Dr Megan Woods (ranked 4th) and Hon Poto Williams (ranked 10th) are based in Canterbury (both of whom are based in Christchurch). This may make it challenging to engage with the Government on Canterbury-specific issues.
- The Minister of Local Government is also the Minister of Foreign Affairs. There will be significant strains on the Minister's time in the local government portfolio given the heavy workload and possible future overseas travel involved in the foreign affairs portfolio.
- With a clear mandate to govern, the Government can relatively easily push through its major reforms. This may mean there will be reduced time, or willingness, to consult widely on upcoming changes to resource management legislation and three waters reform, for example.

Suggested priority areas of engagement for the Mayoral Forum

30. Suggested priorities for engagement with incoming Ministers and aligned to the Plan for Canterbury, are:
- positioning Canterbury as a region where local government can partner with Government to achieve common objectives; for example, capitalising on political will to invest in transport
 - advocating for Canterbury about infrastructure projects and funding; including the costs and funding of infrastructure managed by local government
 - advocating for a move towards a more sustainable high value, low volume tourism model, particularly for districts with high visitor flows but a small ratepayer base, e.g. Mackenzie
 - collaborating with the Government on major reforms – freshwater programme implementation, three waters reform package, replacement of resource management legislation
 - advocating for policies on immigration and international education that are advantageous for Canterbury and the South Island
 - supporting climate change mitigation and adaptation policies, and how the Mayoral Forum can work with the government on reducing Canterbury's carbon footprint and building community resilience.

Next steps

31. The Forum is asked to approve the approach proposed for engaging with Ministers.
32. Draft letters will be circulated to members for review prior to sending to Ministers.
33. The Forum may wish to discuss with regional partners such as the GCP and other councils which issues the Mayoral Forum will lead in its engagement with Ministers, and those it considers the Forum should take a support role.
34. An outstanding action for the secretariat is to arrange a visit for the Forum to meet with relevant Ministers. Following consideration of this paper, the Forum may wish to discuss this visit. Guidance is required from the Forum on who it may wish to meet with (i.e. the full Forum to meet with a group of Ministers, a delegated sub-group, or certain Forum members to meet with particular Ministers) and the specific topics for discussion.

Attachments

- Attachment 1: Letter to incoming Canterbury electorate MPs; Letter to incoming Canterbury list MPs
- Attachment 2: Draft approach for letters to Ministers.

CANTERBURY Mayoral Forum

*A strong regional economy with resilient, connected
communities and a better quality of life, for all.*

3 November 2020

Dr Tracey McLellan Member of Parliament for Banks Peninsula	Ms Jo Luxton Member of Parliament for Rangitata	Hon Dr Megan Woods Member of Parliament for Wigram	Mr Matt Doocey Member of Parliament for Waimakariri
Dr Duncan Webb Member of Parliament for Christchurch Central	Ms Nicola Grigg Member of Parliament for Selwyn	Mr Stuart Smith Member of Parliament for Kaikoura	Ms Sarah Pallett Member of Parliament for Ilam
Ms Poto Williams Member of Parliament for Christchurch East	Hon Jacqui Dean Member of Parliament for Waitaki	Mr Rino Tirikatene Member of Parliament for Te Tai Tonga	

Dear ****

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

We would be delighted if you could join us for lunch on Friday 27th November at the George Hotel, Christchurch to meet with Forum members and take the opportunity to discuss issues, opportunities and common interests for the Canterbury region.

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

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

¹ [Canterbury Water Management Strategy](#)

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

Mayors standing together for Canterbury.

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C/- Environment Canterbury, PO Box 345, Christchurch 8140 T: 03 345 9323

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

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

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

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

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

We look forward to meeting with you at lunch on the 27th November. If you are unable to make that date, we warmly welcome you to make contact at any time as you identify issues, opportunities and common interests (a directory follows).

Yours sincerely

Sam Broughton
Mayor, Selwyn District
Chair, Canterbury Mayoral Forum

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

Canterbury Mayoral Forum directory

Mayor/Chair	Council	Mobile phone	Email
Sam Broughton (Chair)	Selwyn District	<i>This content is withheld under the Local Government Official Information and Meetings Act 1987 s7(2).</i>	sam.broughton@selwyn.govt.nz
Nigel Bowen (Deputy Chair)	Timaru District		nigel.bowen@timdc.govt.nz
Jenny Hughey	Environment Canterbury		councillor.hughey@ecan.govt.nz
Craig Mackle	Kaikōura District		craig.mackle@kaikoura.govt.nz
Marie Black	Hurunui District		marie.black@hurunui.govt.nz
Dan Gordon	Waimakariri District		dan.gordon@wmk.govt.nz
Lianne Dalziel	Christchurch City		lianne.dalziel@ccc.govt.nz
Neil Brown	Ashburton District		neil.brown@adc.govt.nz
Craig Rowley	Waimate District		mayorcraigrowley@waimatedc.govt.nz
Graham Smith	Mackenzie District		mayor@mackenzie.govt.nz
Gary Kircher	Waitaki District		gkircher@waitaki.govt.nz
Secretariat			
	Maree McNeilly	027 381 8924	secretariat@canterburymayors.org.nz
Website			
	http://canterburymayors.org.nz		

CANTERBURY Mayoral Forum

A strong regional economy with resilient, connected
communities and a better quality of life, for all.

3 November 2020

Hon Eugenie Sage List Member of parliament, Greens Party	Toni Severin List Member of Parliament, ACT	Hon Gerry Brownlee List Member of Parliament, National
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Mayor, Selwyn District
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Jenny Hughey	Environment Canterbury		councillor.hughey@ecan.govt.nz
Craig Mackle	Kaikōura District		craig.mackle@kaikoura.govt.nz
Marie Black	Hurunui District		marie.black@hurunui.govt.nz
Dan Gordon	Waimakariri District		dan.gordon@wmk.govt.nz
Lianne Dalziel	Christchurch City		lianne.dalziel@ccc.govt.nz
Neil Brown	Ashburton District		neil.brown@adc.govt.nz
Craig Rowley	Waimate District		mayorcraigrowley@waimatedc.govt.nz
Graham Smith	Mackenzie District		mayor@mackenzie.govt.nz
Gary Kircher	Waitaki District		gkircher@waitaki.govt.nz
Secretariat			
	Maree McNeilly	027 381 8924	secretariat@canterburymayors.org.nz
Website			
	http://canterburymayors.org.nz		

[date]

Hon Nanaia Mahuta
Minister of Local Government
Parliament Buildings
Wellington

Tēnā koe/Dear Minister Mahuta

The Canterbury Mayoral Forum warmly congratulates you on your appointment as Minister of Local Government. We look forward to working with you and your officials to progress our common interests and objectives during this parliamentary term.

Background information on the Mayoral Forum and its *Plan for Canterbury 2020-22* is appended (Attachment 1), along with a Mayoral Forum Directory (Attachment 2).

A key priority in the Plan for Canterbury is the sustainable delivery of Three Waters services. To support Canterbury to respond to the Government's proposed reform programme, Mayoral Forum members have worked together to provide a coordinated response for the region.

As a first step, we have commenced a review of three waters service delivery arrangements across Canterbury. The review project is a partnership between the Mayoral Forum and Ngāi Tahu and was commissioned to provide councils and mana whenua with a clear understanding of the Three Waters assets within the region, and the options available to them for Three Waters service delivery and funding arrangements.

The output from the review (likely to be late April 2021) will include advice to councils and mana whenua to inform an evidence-led internal view on the best delivery option(s) for the region, and to engage effectively with government on this important issue at the appropriate time.

All Canterbury councils signed the Memorandum of Understanding with Government for the first stage of the Three Waters Services Reform Programme and are engaging proactively in the first phase of Government's proposed reforms, with five out of ten territorial authorities contributing detailed information to the Department of Internal Affairs on the state of their infrastructure, regulatory compliance, service delivery arrangements, and associated costs.

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

Given the importance of this issue to the prosperity of the Canterbury region, the Forum would be grateful for the opportunity to meet with you early in 2021 to discuss this matter in greater depth. We are happy to travel to Parliament but would also welcome the opportunity to meet with you in Canterbury.

Our Secretariat will be in contact with your office to discuss possible meeting arrangements.

The Mayoral Forum very much looks forward to engaging with you as we advance the interests of the Canterbury region.

Ngā mihi/Yours sincerely

Sam Broughton
Mayor, Selwyn District
Chair, Canterbury Mayoral Forum

DRAFT

Attachment 1: Canterbury Mayoral Forum

The Canterbury Mayoral Forum's vision for Canterbury is **sustainable development** with **shared prosperity, resilient communities** and **proud identity**.

In this we echo the guiding whakataukī of Ngāi Tahu:

Mō tātou, ā, mō kā uri ā muri ake nei – for us and our children after us

The Canterbury Mayoral Forum comprises the mayors of the ten territorial authorities in Canterbury and the chair of the regional council¹. We meet quarterly and are supported by the Canterbury Chief Executives Forum, other regional forum and working groups, and a permanent secretariat.

We want to work with the Government to achieve sustainable development across the four interdependent aspects of wellbeing (environmental, economic, social and cultural wellbeing) and the four 'capitals' that enable wellbeing (financial/physical capital, natural capital, human capital and social capital).

The *Mayoral Forum's Plan for Canterbury 2020-2022*² builds on our experience of collaborative community governance of the Canterbury Water Management Strategy³, which the Mayoral Forum initiated and continues to oversee, along with the Canterbury Regional Economic Development Strategy (CREDS)⁴ first developed in 2015 and refreshed in 2017, for the local government term 2016-19.

To achieve its long-term vision the Mayoral Forum has identified five priority issues for the Forum's leadership, facilitation and advocacy in this local government term

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

¹ Our work delivers on the Canterbury Local Authorities Triennial Agreement 2020-2022. Further information is available on our website at www.canterburymayors.org.nz

² https://canterburymayors.org.nz/wp-content/uploads/Mayoral-Forums-Plan-for-Canterbury_SEPT-2020.pdf

³ <https://www.ecan.govt.nz/your-region/plans-strategies-and-bylaws/canterbury-water-management-strategy/>

⁴ https://www.canterburymayors.org.nz/wp-content/uploads/CREDS-2017_FINAL.pdf

Attachment 2: Canterbury Mayoral Forum directory

Mayor/Chair	Council	Mobile phone	Email
Sam Broughton (Chair)	Selwyn District	<i>This content is withheld under the Local Government Official Information and Meetings Act 1987 s7(2).</i>	sam.broughton@selwyn.govt.nz
Nigel Bowen (Deputy Chair)	Timaru District		nigel.bowen@timdc.govt.nz
Jenny Hughey	Environment Canterbury		councillor.hughey@ecan.govt.nz
Craig Mackle	Kaikōura District		craig.mackle@kaikoura.govt.nz
Marie Black	Hurunui District		marie.black@hurunui.govt.nz
Dan Gordon	Waimakariri District		dan.gordon@wmk.govt.nz
Lianne Dalziel	Christchurch City		lianne.dalziel@ccc.govt.nz
Neil Brown	Ashburton District		neil.brown@adc.govt.nz
Craig Rowley	Waimate District		mayorcraigrowley@waimatedc.govt.nz
Graham Smith	Mackenzie District		mayor@mackenzie.govt.nz
Gary Kircher	Waitaki District		gkircher@waitaki.govt.nz
Secretariat	Maree McNeilly	027 381 8924	secretariat@canterburymayors.org.nz
Website	http://canterburymayors.org.nz		

Date: 27 November 2020

Presented by: Dan Gordon (Waimakariri), Chair, Climate Change Steering Group

Climate Change Steering Group update

Purpose

1. This paper provides an update on the November Climate Change Steering Group meeting and seeks the Mayoral Forum's agreement for the Steering Group to hold a facilitated workshop with invited Canterbury councillors and representatives from papatipu rūnanga early in 2021.

Recommendations

That the Canterbury Mayoral Forum:

1. **agree that the Climate Change Steering Group hold a facilitated workshop in early 2021 with invited representatives from Canterbury councils and papatipu rūnanga**
2. **note the Climate Change Steering Group has requested a briefing be prepared for the Mayoral Forum on the recently published *New Directions for Resource Management in New Zealand* (Randerson report) for the Mayoral Forum's consideration and discussion at its first meeting in 2021**
3. **note the other updates on the work of the Steering Group provided in this paper.**

Background

2. The Climate Change Steering Group was established in February 2019 in response to the growing importance and focus from central government on climate change issues. The Group's terms of reference are attached for information.
3. The purpose of the Steering Group is to keep a watching brief on central government direction and provide governance-level leadership and guidance about the political dimensions of climate change issues. It is supported by the Climate Change Working Group, which was established in May 2017.
4. The Steering Group met on 6 November 2020. This paper summarises the discussion and outcomes of that meeting.

Climate Change Working Group programme

Climate change risk assessments

5. Following the release of risk screening assessments in August 2020, the Working Group commenced the next phase of the climate change risk assessment programme – procuring a supplier to undertake a detailed climate change risk assessment in Canterbury.
6. A verbal update on procurement progress will be provided at the Mayoral Forum meeting.
7. The Working Group expects the assessment will be complete by 30 June 2021.

Central government developments

8. The working group has identified four key developments at a national level that could have a significant impact on climate change-related work in Canterbury and signal a need for extensive and ongoing engagement with the Government in the coming few years. The developments are:
 - the release of *New Directions for Resource Management in New Zealand* (Randerson report) recommendations for new legislation to replace current resource management laws, and addressing issues from climate change within the proposed new pieces of legislation (Natural and Built Environments Act and Managed Retreat and Climate Change Adaptation Act)
 - Climate Change Commission advice on emissions reduction: the first package of advice from the Commission will be open for consultation from 1 February to 14 March 2021, and will consider what climate action could look like for New Zealand
 - development of a National Adaptation Plan: the Ministry for the Environment has begun requesting information from councils and other reporting organisations with a view to preparing the National Adaptation Strategy and Plan. It is likely there will be formal consultation on the draft documents between October and December 2021
 - climate change implications from the Labour Party manifesto: there are a number of climate change initiatives outlined in the manifesto, including:
 - empowering local councils to decide which land can be used for plantation and carbon forests through the resource consent process
 - zero-emissions buses to be purchased for the public fleet by 2025; decarbonisation of whole fleet by 2035
 - help New Zealand's freight network to be more sustainable and efficient, including through coastal shipping
 - investigate dry year storage solutions to help New Zealand achieve 100% renewable electricity.

9. The Steering Group requested a briefing be prepared on the recently published Randerson report for the Mayoral Forum's consideration and discussion at its first meeting in 2021.
10. The Working Group will finalise options for engagement on the central government initiatives outlined in paragraph 6 for discussion and endorsement at the next Steering Group meeting.

Steering Group meetings and proposed regional workshop

11. Some Canterbury councils have appointed a climate change lead/portfolio holder from their elected council members. The Steering Group held a discussion on whether it might be advantageous to consider extending the membership of the steering group to those councillors, and/or to papatipu rūnanga representatives.
12. The Steering Group agreed that a useful first step would be a facilitated workshop in the new year with invitations for all Canterbury councils and papatipu rūnanga to nominate a representative to attend. A key purpose of the workshop will be to provide an opportunity for councillors with climate change portfolios to come together in a co-ordinated manner. Details of the proposed facilitated workshop will be developed by the Secretariat and Climate Change Working Group, in conjunction with the Steering Group.
13. The Steering Group therefore seeks agreement from the Mayoral Forum to commence arrangements for this workshop in the new year.
14. The Steering Group also considered its meeting dates for 2021 and agreed in principle to quarterly meetings to support the work of the Working Group in a more structured way. Proposed dates are set out in item 16. If quarterly meetings are agreed to by the Mayoral Forum, the Steering Group's terms of reference will need updating, as they currently state the Group meets on an as required basis.

Next steps

15. Subject to the Mayoral Forum's agreement, the Secretariat and Climate Change Working Group will develop a programme for a facilitated workshop for early 2021.
16. A briefing on *New Directions for Resource Management in New Zealand* (Randerson Report) will be prepared for the Mayoral Forum's consideration at the first meeting in 2021.
17. The Climate Change Steering Group will consider advice from the Working Group on engaging with the Government on the matters outlined in paragraph 8, and report back to the Mayoral Forum in due course.

Date: 27 November 2020

Presented by: Craig Rowley, lead Mayor – value added production

Leftfield Innovation Limited

Purpose

1. This paper provides background information into Leftfield Innovation Limited and their request for the Mayoral Forum's financial support to co-fund detailed programmes and business cases as part of their \$20 million, ten-year programme.

Recommendations

That the Canterbury Mayoral Forum:

1. **approve the re-allocation of \$60,000 from the Food, Fibre and Innovation Programme budget to Leftfield Innovation Limited to develop the Fresh and Processed Vegetables Action Plan**
2. **direct the Secretariat to work with Leftfield Innovation Limited in order for the Mayoral Forum to take a leadership role and to seek funds from Central Government to support Leftfield Innovation Limited's land use change programme**

Key points

2. Leftfield Innovation Limited (LFI) provided a briefing to Canterbury Mayors at Selwyn District on Friday 18 September 2020 (see Attachment 1). This followed an earlier briefing to Mayors in late 2019. The briefing provided background and an update on what Leftfield has achieved and their \$20 million, 10-year agri-food value add development plan. Both meetings received positive feedback and acknowledgement that the Canterbury region would benefit from LFI's work.
3. LFI is looking for Canterbury-based consortium partners (local and central government, food companies and farmers) to be part of their \$20 million, 10-year programme to make Canterbury a priority area for impact.
4. The Leftfield proposal strongly aligns with the Mayoral Forum's Plan for Canterbury, Canterbury Water Management Strategy and Canterbury Food, Fibre and Innovation Programme
5. Given existing budgetary constraints, as Lead Mayor I propose that, rather than seek new funding, we re-direct some existing Food, Fibre and Innovation Programme funding

towards this proposal, and use our collective voice to actively seek Government funding for this proposal.

Background

6. LFI is a Canterbury-based social enterprise (profit plus) that has been working with groups of farmers across NZ to apply innovative solutions to enable market-informed diversification of land use and convert low-yield farmland to growing high-yield crops and/or animals, transitioning to sustainable land use options quickly.
7. Their strategic imperatives are:
 - land use change – higher value, more sustainable
 - technology for food provenance – telling the story of good food
 - new food concepts – creating new opportunities.
8. LFI are seeking Canterbury partners and funders to make Canterbury a priority area for the work programme. LFI's initial focus is on securing a Sustainable Food and Fibre Futures Fund (SFFF Fund) Grant of \$6 million over six years for the Land use change work programme and supporting co-funding from the consortium partners.
9. The funding being sought by LFI from the Mayoral Forum would provide co-funding for the land use change programme. LFI is working separately with food companies on the new food concepts and provenance technology.

State of the Canterbury Food and Fibre Sector, 2020

10. Through the Canterbury Food and Fibre Innovations Programme (FFIP) the Canterbury Mayoral Forum commissioned AERU (Agribusiness & Economics Research Unit, Lincoln University) to prepare the State of the Canterbury Food and Fibre Sector, 2020¹.
11. The report identifies the value in transforming traditional supply chains in to “value adding chains’ to capture and reach premium markets and that there are opportunities and challenges in effective communication to our consumers on the highly valued attributes (such as high standards of environmental stewardship, food safety and animal welfare) of our food and fibre sector.
12. LFI has identified opportunities that are consistent with the findings of the AERU report. LFI has provided details of their land use change and food provenance initiatives (Attachment 2).

¹ <https://www.canterburymayors.org.nz/the-state-of-the-canterbury-food-and-fibre-sector-2020/>

Leftfield Request

13. LFI are seeking a commitment from the Canterbury Mayoral Forum by way of a Letter of Intent to contribute co-funding to enable LFI to make Canterbury a priority area for the land use change programme.
14. LFI's suggested approach is for the Mayoral Forum to approve \$50,000 funding to undertake programme development work for Year 1, with the balance of \$200,000 conditional on completing the \$50,000 work programme.
 - Tranche 1: Approval of the initial \$50,000 contribution to enable LFI to include this in their SFFF Fund application.
 - Tranche 2: Letter of intent for \$200,000 in 2021, conditional on completing the work programme for the initial \$50,000. LFI anticipate that drawdown of the \$200,000 would commence from around April 2021
15. The \$50,000 would be used by LFI to develop the Fresh and Processed Vegetables Action Plan, identifying opportunities for export. The plan will include:
 - an indication of the economic opportunity and impact for Canterbury
 - a redesigned value chain into a value web to demonstrate connecting growers closer to market/consumers and capturing more value back to Canterbury
 - identification of key Canterbury based partners who have the capability to transform the raw materials into food products in New Zealand capturing more value for Canterbury and New Zealand.
16. The initial phase of the work plan will include the development of a detailed business case.
17. At the completion of this work, LFI expect to have confirmed letters of Intent from at least 2 food companies/processors to co-invest in the activation stages of the fresh and processed vegetables land use change programme.
18. Following completion of Tranche 1, subject to continued funding, LFI would then proceed with the action plan enablement stage. This stage will activate the opportunity identified in Tranche 1. LFI will work with the food companies identified to complete the consumer/market review, supply chain review, seed and input reviews and crop trials. An important part of this enablement stage will be developing relationships between food companies/processors and the growers to capture and share value via long term supply agreements or alternative value share business models.

Mayoral Forum Support and Advocacy

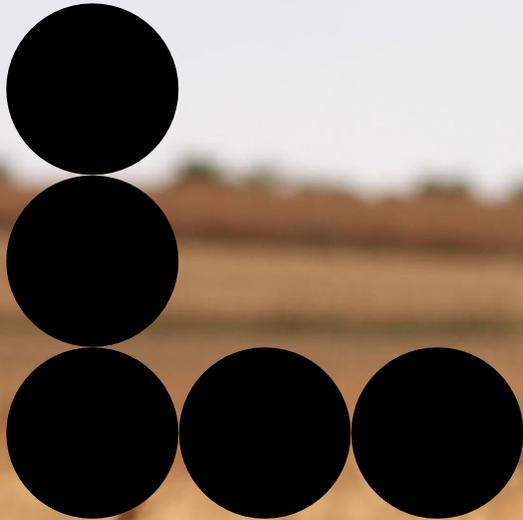
19. The LFI proposal meets key priority areas of the Mayoral Forum's Plan for Canterbury; sustainable environmental management and shared economic prosperity, and is consistent with the Canterbury Food, Fibre and Innovation Programme. The relationship between the diversification of land use from transformation of 100,000 Ha of higher value

sustainable land use is also consistent with Canterbury Water Management Strategy aspirations.

20. To see the project through and to deliver on key project outputs, LFI require \$250,000. Currently there is \$60,000 of uncommitted funds within the Mayoral Forum's Food Fibre and Innovation Programme (FFIP) that could be re-allocated towards the LFI proposal. While ChristchurchNZ has earmarked these funds to contribute towards the development of two of business cases for Centres of Excellence within Canterbury, it's expected that these will go ahead regardless.
21. The Mayoral Forum does not currently have access to the remaining \$190,000, which means there is no certainty that Tranche 2 of the proposal, which will enact the action plan from Tranche 1, will proceed. There is, however, an opportunity to seek remaining funding from Government funding programmes
22. Due to the strong relationship between the LFI proposals and the Mayoral Forum's own agenda, it is recommended that the Forum elect to actively engage with Central Government on seeking funding support for LFI, as opposed to just providing a letter of support, alongside redirecting \$60,000 of FFIP funding.
23. Alongside the SFFF, the Government's new *Regional Strategic Partnership Fund* may be an avenue available to LFI, although the new Government has not provided detail on the criteria for projects to access money from this fund at this stage. Other avenues may be the Ministry for the Environment, Ministry for Primary Industries and other arms of MBIE.
24. Further advocacy of the three strategic imperatives – land use change, technology for food provenance and new food concepts – to MBIE and NZTE would enable an engagement approach across both the market/export and technology innovation sectors. This will be relevant for the subsequent stages of the LFI 10-year plan for Canterbury and will be instrumental in giving effect to the Canterbury FFIP.

Attachments

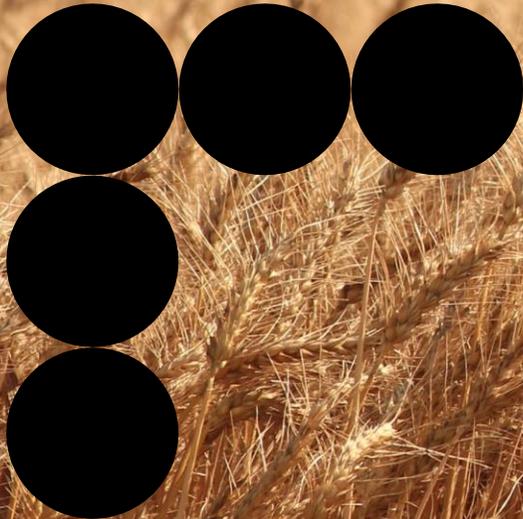
- Copy of the Presentation to the Canterbury Mayoral Forum 18 September 2020
- Leftfield Innovation Limited land use change and food provenance



LEFTFIELD INNOVATION

A better New Zealand through sustainable food production
that delivers higher nutrition and value.

Briefing: Canterbury Mayors, Chair + Council CEO's
18 September
Selwyn District Council Chambers
3pm – 5pm





Our Diverse Team



Nick Pyke
Land use and Agronomy



Susan Goodfellow
Strategy and Sustainability



John Morgan
Food innovation and processing



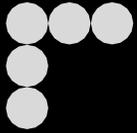
Ed Butler
Science and Plant Proteins



Patrice Feary
Consumer and Market Insights



Andrew Plimmer
Digital Innovation and Consumer Marketing

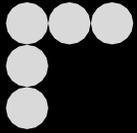


Briefing Agenda

Part 1: LFI Update - What we have achieved, and the \$20 million, 10 year agri-food value add development plan

Part 2: Action plan discussion

- Mayoral Forum interest in value add for Canterbury – A part of a consortium of partners for the 10 year plan.
- Assign representative to work with us to develop the programme and funding.



Strategic Imperatives

Leftfield Innovation Ltd is taking a leadership position for New Zealand agriculture.

- 1. Land Use Change** – higher value, more sustainable
- 2. Technology for food provenance** – telling the story of our good food
- 3. New Food Concepts** – creating new opportunities



NZ land-use transformation Initiative

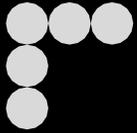
100,000Ha of
higher value
Sustainable Land Use

NEW Consumer-led
high-value agri food
products to global
markets

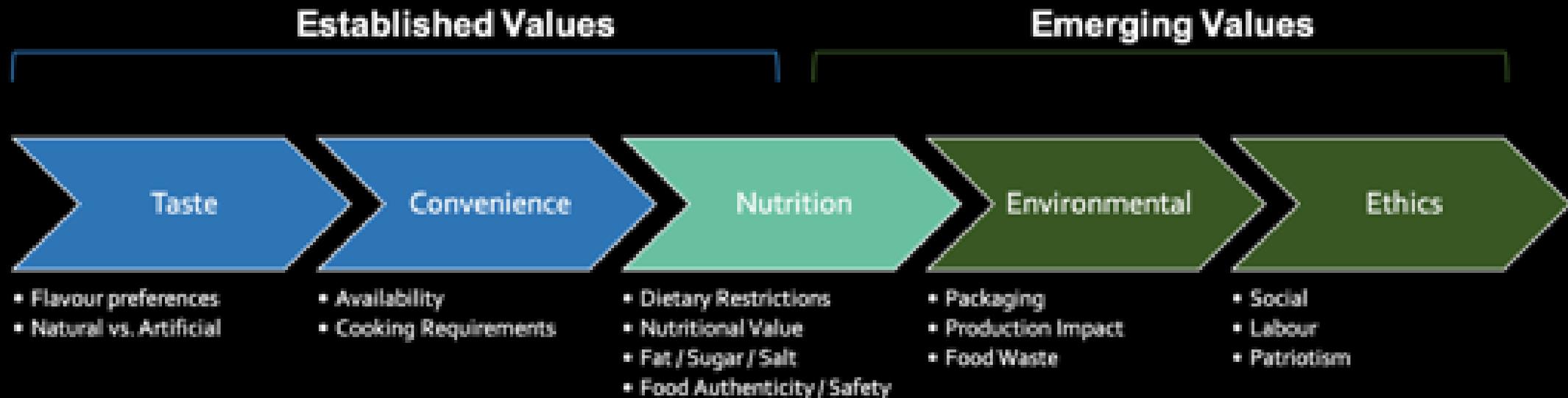
For the benefit of
our primary sector,
our people
our environment
and our economy.

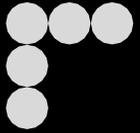
- **Environment**
- **Economy**
- **Community**
- **Country**

**A better New Zealand through
sustainable food production
that delivers higher nutrition and value.**

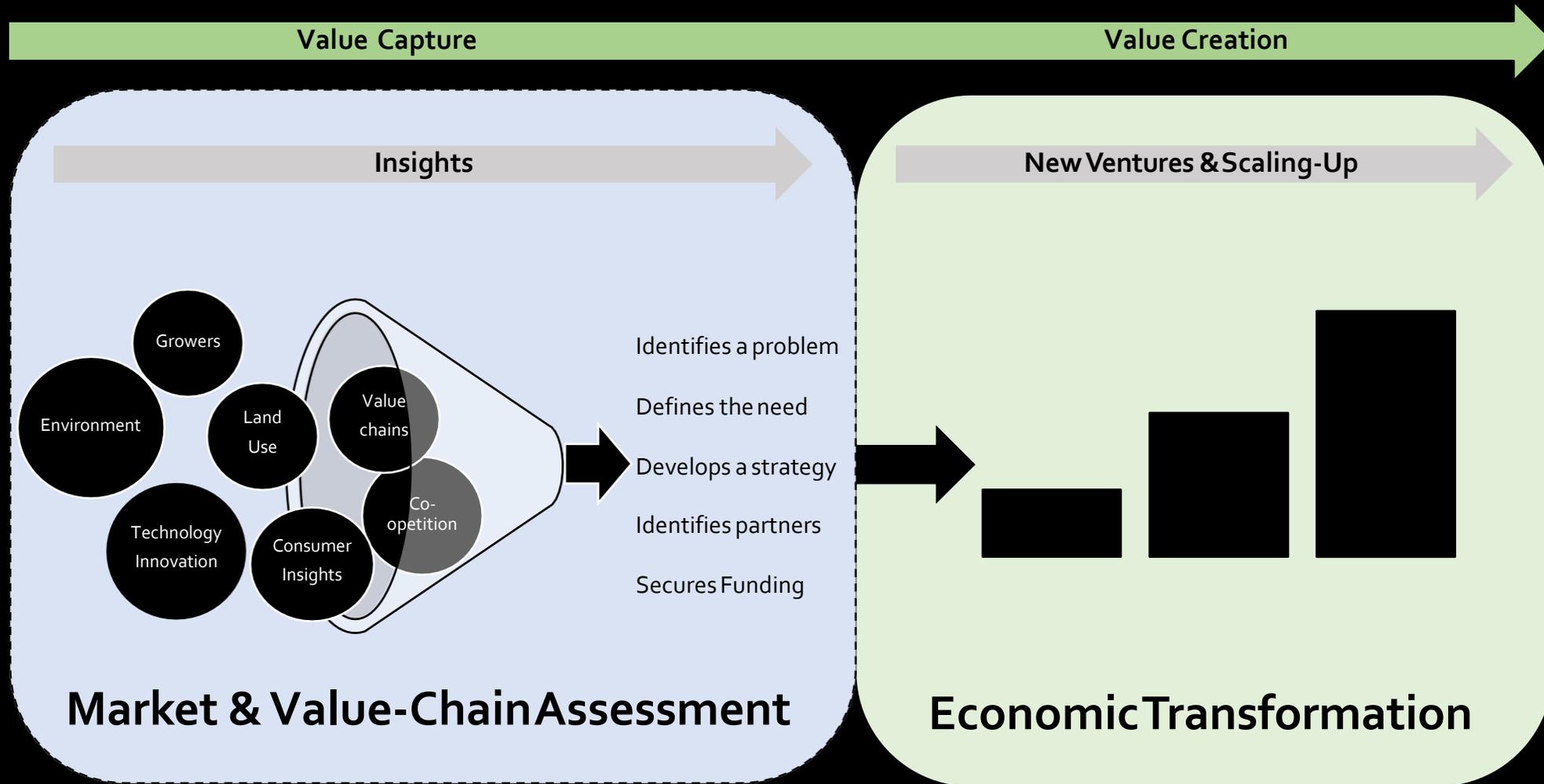


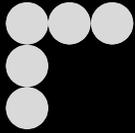
Changing Consumer Preferences



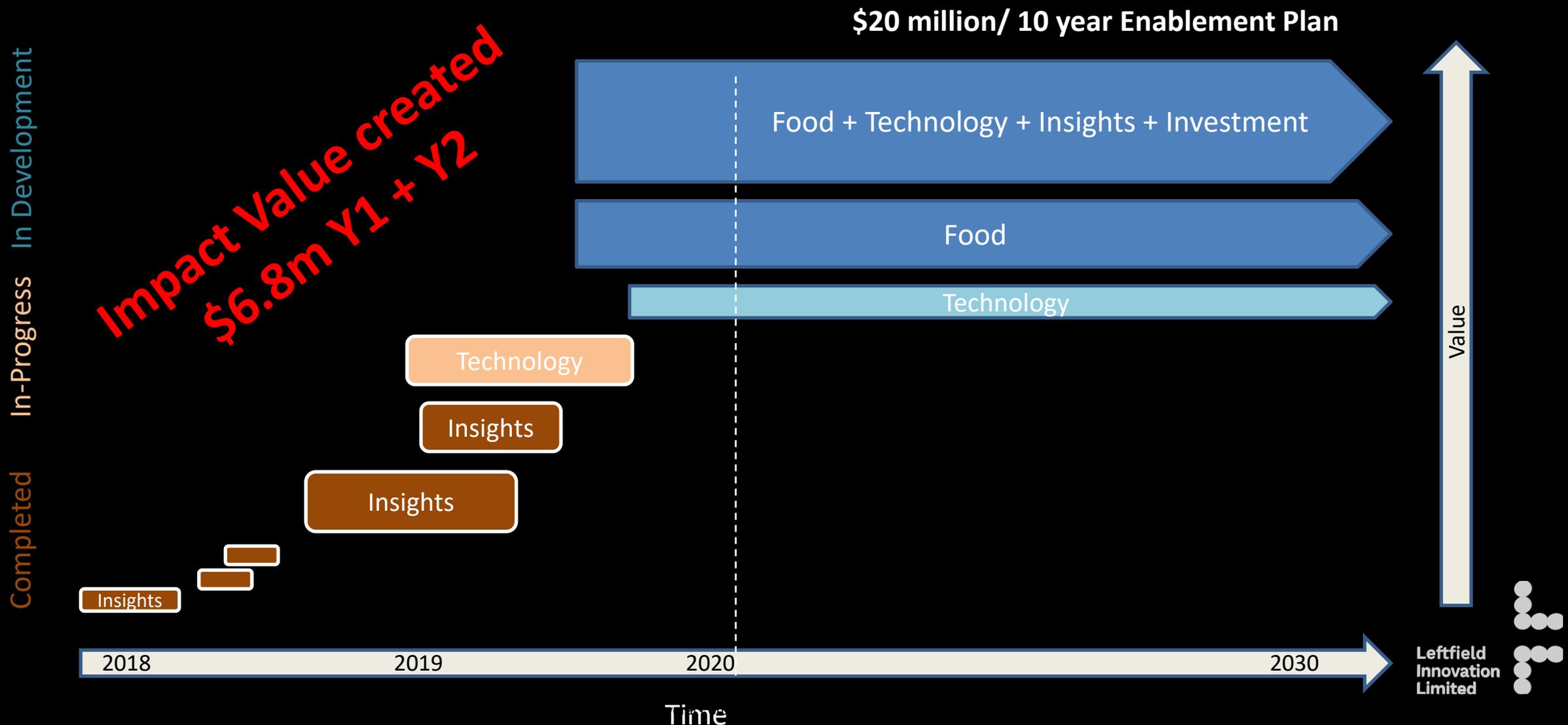


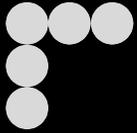
LFI – An Innovation Engine





Leftfield – Growing Innovations



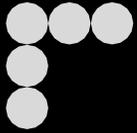


Impact Achieved

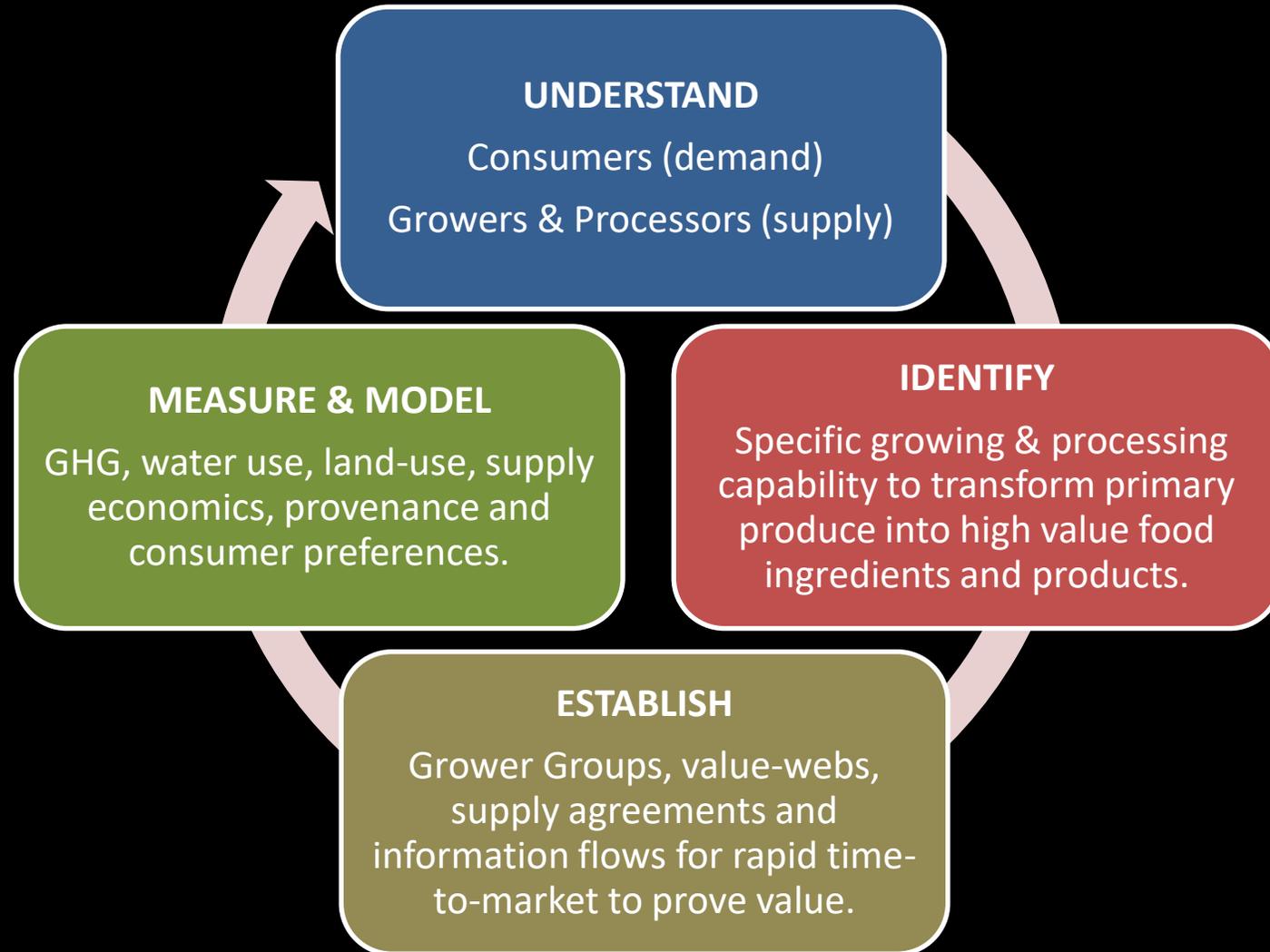
Value-capture Crops	Y1 2019/2020 Actual	Y2 2020/2021 Contracted	Y3 – Y5 Estimate
Milling wheat	750ha \$2.7M	1000ha \$3.6M	3000ha + \$12M/yr
Buckwheat	50ha \$100K	150-200ha \$300K-400K	500ha + \$1m-\$3m/yr
Quinoa	2ha \$8K	20ha \$72,000	170ha \$600K/yr
Soy	Small scale trials	Scale up trials	Scale up trails
Chickpeas	Small scale trials	Scale up trials	Scale up trials
Hemp	TBC		
Oats	TBC		
Fresh + Processed Vegetables	TBC		
Plant Oils	TBC		
Total Impact Value	\$2.8M 802ha	\$4M 1120ha	\$18.5M 3670ha

\$150k LFI fee/investment to identify and activate near term opportunities for value

Based on activating only 3 of the 9 land use opportunities identified.

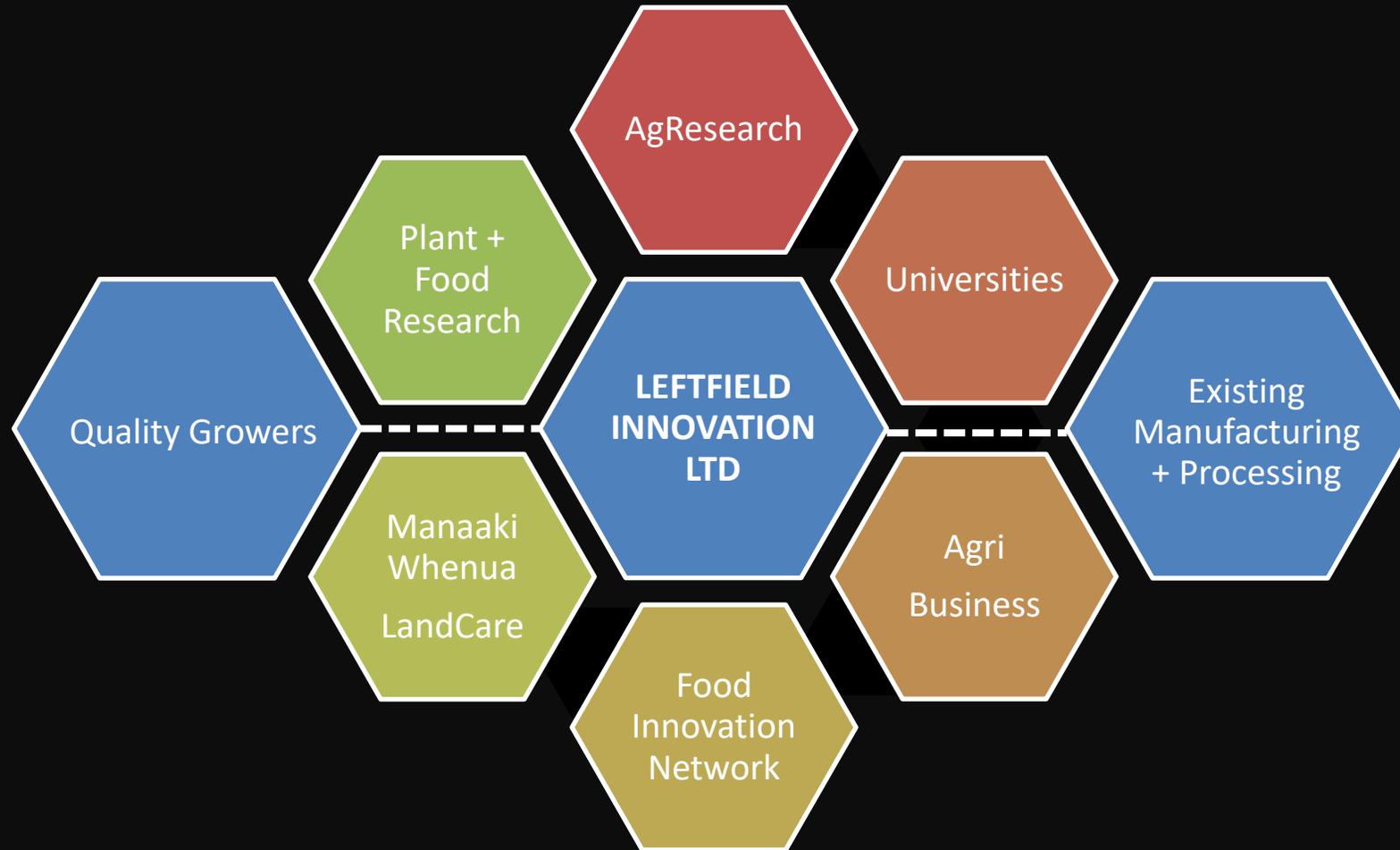


LFI Innovation Cycle





Capability + Resourcing



Agri-food value add 10 year plan - \$20 million over 10 years



Milling Wheat – domestic / export

In market value \$5-7M /\$10-12M



Ancient Grains + Pulses – high value export products

\$24M @6000ha + export scale up



Fresh + Processed Vegetables

(Value TBD)



Novel plant based nutrition

Est value > \$500M



Food Concepts x 2



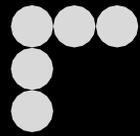
Value-add Food Processing Hub



Provenance Traceability Technology

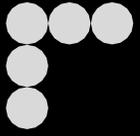
- Initiatives started in Canterbury 2018
- Various stages of development 2018-2020
 - Importing seed varieties,
 - On-farm trials,
 - market entry via established export food companies
 - Novel food products in development
 - Grower groups established in NZ
 - Traceability technology under development.
 - Value-add food processing hub – pre-feasibility study (brownfields) awaiting funding.
- 80% funded/enabled by North Island business
- There is a greater opportunity for Canterbury to benefit if local funding to support development is secured.





10 year plan initiatives underway - Grains and Pulses - value capture





10 year plan initiatives underway - Fresh + Processed Vegetables – value capture



Middle East –
Asia

Fresh and processed
vegetables for export
– high level in-market
analysis complete

Fresh durable
vegetables identified
for Dubai.

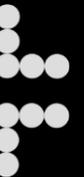
Funding to expand
market insights
required

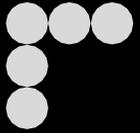


NZ Food
Ingredient Co
(Nth Island)

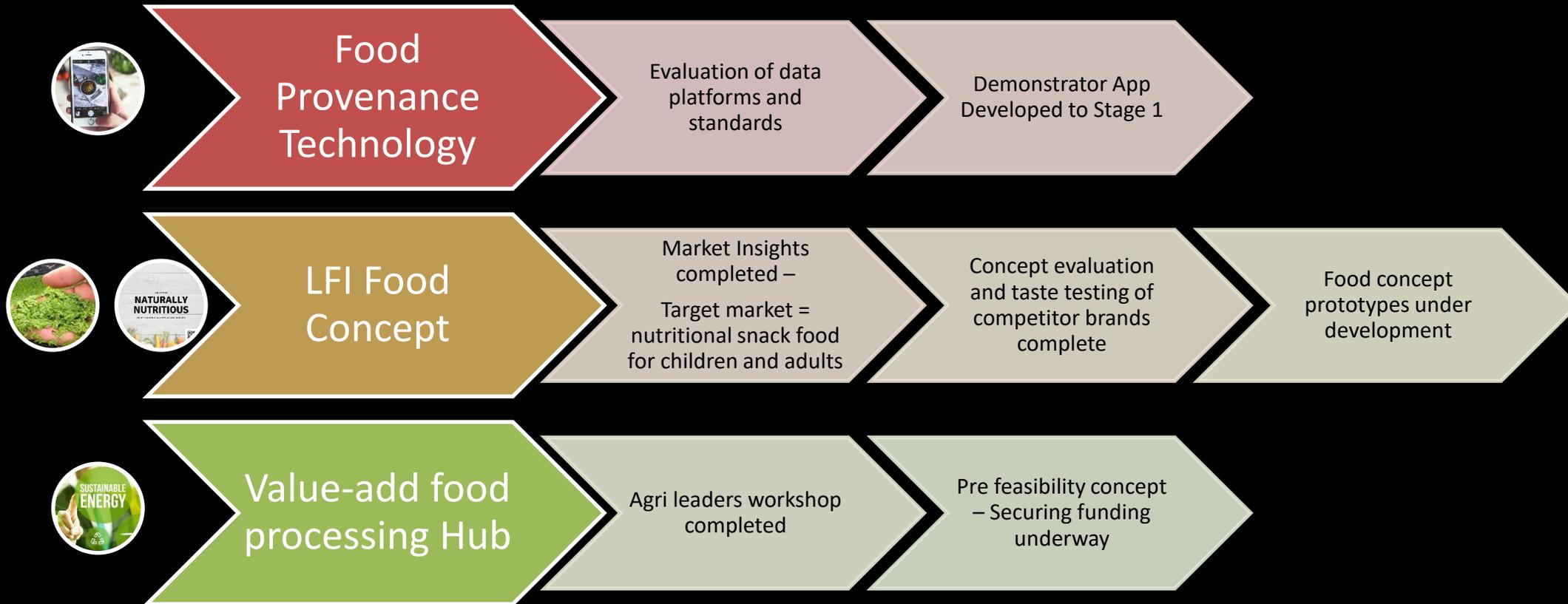
Identification of NZ
raw materials –
vegetables and
pulses for export

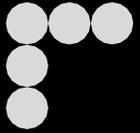
Early stage
discussions relating
to crop trials in North
Island





10 year plan initiatives underway - Value Creation Initiatives



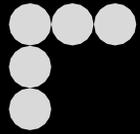


World leading Canterbury technology for food provenance

REGULATORY	PRECISION	MACHINERY	PASTORAL	ARABLE
 	 	      	   	 
	MONITORING			
				

- Capture key farm practice data 4000ha
- Collaboration with multiple vendors
- Link to emissions modelling
- Allows growers to sell – unique comparative advantage
- Consumer led Provenance - allows growers to sell at a premium
- Food and beverage product branding opportunities for grower participation





World leading Canterbury technology for food provenance

Champion 

Champion Nine Grain & Seed Mix

12.5kg

A blend of wheat, rye, maize grits, oats, triticale, rice, linseed, barley and millet. Intended for the use in the production of multigrain bread. This product has been produced under an approved HACCP based food safety system.

Ingredients

Wheat sourced from:

-  Greenside
-  The Glebe
-  Riverview

Triticale Linseed Barley Millet Maize Grits
Rye Rice Oats

Riverview



Farmed by Martin Skurr

Riverview Farm was established as a mix cropping farm in 1922 by my Great Grandfather Edward.

Located on the South Banks of the Waimakariri River. Our location, climate, and soil are perfectly suited to grain production. Cool winters combined with our prevailing dry NW winds reduces the greater need for inputs to manage insect pests and disease.

Although the farms methods have developed over the years, our values remain the same.

We use sustainable farming practices. Whether its nutrient budgets, GPS guidance, center pivot irrigation, soil mapping and testing, incorporating crop residues, soil moisture monitoring probes, Farm Environmental Plans, direct drilling, covercrops, biodiversity plantings it is all part of our toolbox to benefit the environment and reduce our carbon footprint.

Nutritional Information

Average Quantity	per 100g
Energy	1374 kJ
Protein	10.13 g
Saturated Fat	0.69 g
Total Fat	3.31 g
Carbohydrate	59 g
Sugar	1.15 g
Dietary Fibre	11 g
Sodium	8 mg

Suitability

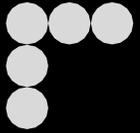





All of our products are fully certified by The Federation of Farmers Association of New Zealand.

United Nations - Sustainable Development Goals





Value-add food processing Hub

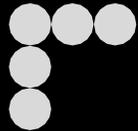
a green energy based processing and production ecosystem



- Modular value-add Hub:
- Powered by clean energy (bio digestion/methane)
- Agri-food and beverage hub (animal and plant based)
- Covered + permanent horticulture hub
- Alternative proteins hub

- World-class green energy value-add food processing hub based in New Zealand – Canterbury
- Capability building/high value career opportunities
- Responds to climate change – ability to grow alternative crops
- Work closely alongside growers and food technologists to create innovative, high-value foods for global markets.
- Early discussions underway





Agri-food value add 10 year plan - \$20 million over 10 years

Y1-Y3 LFI Budget Forecast

	Y1	Y2	Y3	Total
 Milling Wheat – domestic + export	350,000	550,000	600,000	1,500,000
 Ancient Grains + Pulses – high value export products				
 Fresh + Processed Vegetables	155,000	320,000	480,000	890,000
 Novel plant based nutrition	140,000	500,000	1,000,000	1,640,000
 Food Concepts x 2	195,000	400,000	650,000	1,245,000
 Value-add Food Processing Hub	TBC	TBC	TBC	TBC
 Provenance Traceability Technology	150,000	250,000	500,000	900,000
Total Y1-Y3	990,000	2,020,000	3,230,000	<u>4,675,000</u>

We see huge opportunities for Canterbury, but the reality is these and future initiatives will roll out in the regions that provide support.

Action Plan

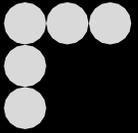
Mayoral Forum interest in agri-food value add for Canterbury.

We are looking for consortium partners to be part of the \$20m, 10 year programme:

- Consortium Partners:
 - Local and Central Govt.
 - Food Companies
 - Farmers

To secure outcomes in Canterbury:-

- **\$250,000 rapid funding to co-fund qualification of detailed programmes & business cases.**
- **Continue discussion regarding ongoing commitment.**





Thank you

Attachment 2

Leftfield Innovation Limited¹ – land use change

New Zealand Food and Beverage exports equate to \$36 billion per annum, the in-market value of these exports is \$250 billion per annum. A mere 15% of this value is captured for New Zealand. Capturing more value requires the sector to invest in multiple areas, namely transforming our raw materials into high value food and beverage products with authentic provenance, that consumers want.

The LFI land-use transformation initiative is aiming for 100,000 hectares of high value sustainable land use across NZ, supporting new consumer-led high-value agri-food products to global markets that will benefit the primary sector, people, environment, and economy.

LFI's model focuses on firstly capturing more value from what we know can be grown and transforming these raw materials into higher value food and beverage products utilising existing processing capability. This strategy reduces the need for investment in new processing capability at the outset and enables farmers and food companies to build the trusted relationships. This strategy enables LFI to create impact and capture more value for farmers and processors in the near term, while continuing to develop the market led business cases for the more complex opportunities that will take more time and capital investment to create new value in the mid to longer term.

LFI's market led business cases make market informed decisions around diversification of land use, not what can be grown but working back from the identification of a secure market.

The approach for a mixed farm system model works to build on existing farm systems by assessing the best use and highest value land uses based on the soil and climatic conditions and linking this with new market informed land uses that will add financial and environmental resilience thus enhance environmental, economic, social and cultural outcomes for the region.

Reliable water plays a significant role in providing certainty for farmers, and their ability to participate in new opportunities with the certainty they can fulfil new supply agreements in the short and long term. The requirement to improve on-farm practices, including those relating to water management, to meet expectations of consumers (see Food Provenance below) has the direct benefit of improving and incentivising compliance. LFI's work supports existing and proposed irrigation and water storage schemes, through the diversification of sustainable land uses based on a mixed farm system model.

Grower groups are a core component of the LFI model, they are key to enabling scale of production, certainty of supply to the customer, quality of the raw material, and the ability to capture data to tell an evidence-based provenance story linked to the food products they grow. Managing supply and quality of production via grower groups has the benefit of

¹ This information has been compiled from information provided by Leftfield Innovation Limited

incentivising farmers performance to meet the market, and thus improved regulatory compliance for Canterbury. LFI established a Canterbury based grower group of 13 farms/5000ha to pilot the concept 20 months ago in collaboration with a food processor. This group will expand as more land use opportunities are identified and relationships with more food companies are established through the land use change programme.

From the early LFI market and processor evaluation work, we have achieved the following results from just three crops (milling wheat, buckwheat and quinoa). These results demonstrate the importance of leading with a value capture strategy. Part of the evaluation framework applied to the market insights is ‘can this be grown sustainably, with a relatively low water requirement, nutrient loss, and overall environmental footprint? If the crop does not meet the criteria in the sustainability evaluation, it is not pursued.

A total of 9 crops were identified as part of the near-term opportunities for value assessment, which are now incorporated into the SFFF Fund Land use work programme. The following table shows the increase in crop values instigated as part of LFI’s Canterbury Grower Programme to date. These are gross values of the new crops, which generate higher value, yield and require less inputs.

Y1 2019/2020 actual	Y2 2020/2021 contracted	Y3-5 Est.
802ha \$2.8m	1120ha \$4m	3670ha \$18.5m

Capturing more value for producers requires not only the value chain to be redesigned but new value share business models to be in place. LFI are working with growers and food companies to create improved value share business models that are enduring, enable farmers to invest beyond the farm gate and reap higher returns.

Leftfield Innovation Limited – Food provenance

Consumer food preferences are changing, they are now expecting to know information about how food is grown, the production impacts of food including water use efficiency, agri chemical use, soil health, nutrient use, carbon footprint, GHG emissions, animal welfare, and food waste.

The value of NZ provenance cannot be underestimated in the global market. NZ food is recognised for its quality and trusted production and manufacturing standards and processes. However, NZ producers must move beyond storytelling to truth telling, to ensure we are able to rise above competing provenance-based food offerings globally.

LFI have developed provenance traceability technology that incorporates exact location of where ingredients are sourced from, key farm practice data, nutritional information, links to United Nations Sustainable Development Goals which allows growers to sell at a premium.

This provenance technology has been developed to link to a range of existing farm record platforms, which currently capture farm data for compliance purposes – using this data for

the value add purpose of a consumer facing provenance story flips the incentive for farmers to capture data diligently – they will be rewarded for their evidence based provenance story.

The consumer expectations of production impacts are a higher bar than regulatory expectations and therefore farmers who are part of the LFI Canterbury grower group meet and, in most cases, exceed the regulatory compliance standards and obligations.

Date: 27 November 2020

Presented by: Craig Rowley, lead Mayor, Value-added production

Progress report: Food, Fibre and Innovation Programme

Purpose

1. This paper provides a progress report on the Food, Fibre and Innovation Programme (FFIP) delivered by ChristchurchNZ and the University of Canterbury on contract to the Mayoral Forum.

Recommendations

That the Canterbury Mayoral Forum:

- 1. note work underway to strengthen the primary sector and manufacturing in Canterbury, as detailed in the annual report to the Ministry of Business, Innovation and Employment.**

Key points

2. The Mayoral Forum has a multi-year contract with MBIE to identify and promote opportunities for value-added primary production (delivered by ChristchurchNZ) and high-value manufacturing (delivered by the University of Canterbury).
3. The FFIP governance group met on 19 October and progress updates were provided by the delivery leads. The programme is tracking well, with a number of initiatives underway to support its objectives.
4. The programme has \$60k available within its budget, which could be put toward the Leftfield Innovation proposal (agenda item 10), or be used towards developing business cases to support the establishment of agritech Centres of Excellence in Canterbury.
5. Progress updates on key initiatives in the FFIP programme are set out below.

AERU report

6. The State of the Canterbury Food and Fibre Sector 2020 report¹ was released in October 2020. AERU (Agribusiness & Economics Research Unit, Lincoln University) were commissioned to prepare the report.

¹ Available here: https://canterburymayorsorgnz.azurewebsites.net/wp-content/uploads/AERU-Canty-Food-and-Fibre-Report_FINAL.pdf

7. The report contains recommendations on how the sector could transform traditional supply chains into “value-adding chains” to capture and reach premium markets.
8. The report also introduces a Wellbeing Economics Framework, which provides 12 indicators of current personal and community wellbeing and seven capital stocks. This framework allows for a holistic measurement of the long-term health of the sector and provides a structure for measuring its health into the future.

Value-added production

9. ChristchurchNZ has developed a cluster strategy and is working to execute this for two clusters in relation to the Canterbury Food & Fibre Charter that was developed in 2019. Six potential clusters have been identified and agritech has been confirmed as the pilot cluster to execute. This will launch early in 2021 as an industry-driven collaborative community, connected by ChristchurchNZ, who will undertake a structured cluster development process. The second cluster will be confirmed in 2021, once agritech is established.
10. ChristchurchNZ is also supporting establishment of new food manufacturing businesses and products through sponsorship of the FoodSouth pipeline, and supporting the set-up of a permanent lab at BLinc 2.0. As well as enabling business and product validation over the course of the programme, ChristchurchNZ is working on a contract with Callaghan Innovation which will ensure this pipeline will be funded in perpetuity through the Callaghan Founder Incubator RFP.

High value manufacturing

11. To inform innovation and investment in value-added production and high-value manufacturing, the University of Canterbury is producing an infographic of the research and innovation ecosystem focused on Food, Fibre and Agritech, and a visual representation of Canterbury-based businesses in the Food, Fibre and Agritech supply chain. This is in the final stages of development, and hosting options are being discussed.

Talent and capability building

12. The Food, Fibre and Agritech Challenge is now underway, and will run until May 2021. The challenge will accelerate 25 start-ups through the early stages of development, growing them into viable Canterbury businesses. This is in partnership with and funded by AgResearch, KiwiNet, Vodafone and others. ChristchurchNZ has held several ‘idea generation events’ over the past few months to build the pipeline for the Challenge.

Next steps

13. As discussed in agenda item 10 there is an option to support Leftfield Innovation with funding. There is \$60k available in the FFIP budget which could be put towards this.

14. While ChristchurchNZ has earmarked these funds to contribute towards the development of two of business cases for Centres of Excellence within Canterbury, it's expected that these will go ahead regardless.

Cost and compliance

Financial implications

15. The Mayoral Forum has a multi-year contract (to a total of \$1.45M) with the Ministry of Business, Innovation and Employment to foster value-added production and high-value manufacturing in Canterbury. This work is sub-contracted to ChristchurchNZ (\$1M over five years – to October 2022) and the University of Canterbury (\$0.45M over four years – to February 2021).
16. Project management is provided by the secretariat.

Date: 27 November 2020

Presented by: Nadeine Dommissie, Environment Canterbury

Canterbury Gravel Management

Purpose

1. To provide information on the number of quarries consented in Canterbury and the approach to river gravel management in Canterbury.

Recommendations

That the Canterbury Mayoral Forum:

- 1. note the information provided on Canterbury river gravel management and land-based quarries in Canterbury.**

Background

2. At the Mayoral Forum meeting on 4 September 2020 it was noted that access to shingle and clay for road making is becoming an increasing issue for some councils, in particular Mackenzie District. The Forum requested a report on the number of quarries across Canterbury and the state of the gravel in our rivers.

Land-based quarries

3. Environment Canterbury does not specifically issue resource consents for land-based "quarrying" in general but does issue consents related to activities associated with broader quarry operations. For example, large scale quarry activities generally require resource consents for dust discharges to air and some require consent to discharge sediment laden stormwater. It is up to each Local Authority to set rules within their District Plan around quarry activities.
4. The following is an indicative summary of land-based quarries throughout the region. The list is not necessarily exhaustive as some quarry operations will not require resource consents from Environment Canterbury to operate lawfully. Regardless, the list provides an indication of the spread throughout the region.

Local Authority	Indicative Number of Land Based Quarries
Ashburton District	9
Christchurch City	30
Hurunui District	7
Kaikoura District	1
Mackenzie District	1
Selwyn District	10
Timaru District	4
Waimakariri District	8
Waimate District	1

River gravel management in Canterbury

5. Environment Canterbury plays a key role in river gravel management in Canterbury. Well managed river gravel extraction as an activity has great community value, including flood protection and habitat enhancements as well as end use values particularly in roading and construction.
6. Environment Canterbury's main role with respect to river gravel management is under the Resource Management Act where we:
 - determine a suitable volume for extraction
 - determine and specify appropriate conditions and parameters so that extraction occurs within acceptable environmental limits.
7. Environment Canterbury's management approach is documented in the Canterbury Regional River Gravel Management Strategy (2012), which is a document prepared under the Local Government Act and can be downloaded from www.ecan.govt.nz/gravel. This Strategy is scheduled for a review in 2021/22.
8. Environment Canterbury has a related role in its support of integrated urban development and transport planning at the regional level. The Regional Land Transport Plan is key for district councils to secure funding from Waka Kotahi NZ Transport Agency for roading initiatives. A reliable aggregate supply is necessary for road maintenance, renewals and new builds. Quality aggregate is a key component of roading material that resists compressive stress, reduces wear and tear and affects road flexibility.
9. River gravel extraction has a range of risks and benefits. Potential beneficial effects of gravel extraction include:
 - flood risk to communities reduced through increased channel capacity
 - improved meander pattern

- reduced concentration of flow against riverbanks, meaning resulting lateral erosion and localised bed scour is minimised
 - optimum bed level is maintained
 - renewable gravel resource for local construction
 - improved open gravel beaches can provide good habitat for indigenous birds
 - removal of invasive weeds and pest species
 - improved recreational access.
10. Potential adverse effects include:
- degradation of the riverbed if extraction is not managed within sustainability limits
 - discharge of fuels and lubricants from machinery
 - disturbance of the natural meander pattern
 - sediment discharge increasing turbidity and smothering habitat
 - reduction of recreational access and effects on visual amenity
 - mauri (life force) of the river affected
 - disturbance of fish-spawning sites or nesting birds
 - increased dust and/or noise and traffic for adjacent landowners.
11. There is robust regulation around the extraction of gravel in Canterbury in order to balance these benefits and adverse effects. River gravel extraction decisions are guided by the Gravel Management Strategy (2012). Physical extraction is guided by Environment Canterbury's River Gravel Extraction Code of Practice (2017).
12. Environment Canterbury regulates the environmental permissions required for the extraction of gravel and related discharges to land, water and air.
13. Some district councils have taken the approach of requiring additional permissions for river gravel extraction. Others have taken the position of letting the regional council entirely manage this activity. The latter approach avoids duplication and reduces costs to contractors and end users.
14. LINZ, DOC and papatipu rūnanga also have a strong presence in the management of gravel through the environmental permissions process and through the management of land and waterways vested in their organisations.
15. In the Greater Christchurch area, land-based gravel extraction exceeds river gravel extraction by a factor of four. We do not have data that summarises the volume of land-based extraction throughout the rest of the region.
16. Throughout the region, approximately one quarter of the volume of consented river gravel is extracted. Contractors extracting gravel report that a 'buffer' is required for their surety of supply when quoting for work and submitting tenders.

17. In most cases, the major cost of supplying aggregate is the cost to transport it. As a very crude estimation to demonstrate relativity, it costs about \$5 per cubic metre to extract and load gravel from the riverbed into a road truck. It costs an additional \$15 - \$20 per cubic metre to transport it 20km. For this reason, sites located close to areas of high demand have been heavily extracted in the past and many are now below defined target bed levels, meaning no further extraction is acceptable.
18. Monitoring and management of riverbed level change is essential for flood protection schemes and major infrastructure. Environment Canterbury collects a gravel management fee from all extractors and supplements this with a general rate contribution to fund riverbed survey, analysis, research and availability advice.
19. Environment Canterbury facilitates two gravel committees/groups. The Regional Gravel Liaison Committee has representatives from Ngāi Tahu, Fish and Game, Department of Conservation, River Rating Committees and the gravel industry, and meets on an annual basis. The South Canterbury Gravel Agreement (informally known as the MOU) is an industry-led group that generally meets twice a year.
20. In the context of Te Mana o te Wai, gravel extraction must be undertaken in a manner that does not harm the waterway – the health and well-being of the waterway must come first.
21. Climate change will affect the supply rates of gravel in Canterbury's rivers. The current expectation is that there will be longer dry periods (with no gravel movement) and more frequent large storms (with increased gravel movement). Detailed analysis into the magnitude of these effects has not yet been undertaken.

Issues facing local councils

22. We understand the Mackenzie District Council is balancing the tension between protection of natural character and landscape values and providing aggregate for construction and roading activities. Road maintenance is important for Mackenzie's core economic activities such as tourism and farming. District plan provisions intended to protect the landscape mean that additional permissions are required before extraction occurs.
23. There are limited financially viable local sources of gravel in the Mackenzie District, and the district is experiencing a lot of development. Many of the river-based extraction areas are within LINZ lease areas, which adds an extra layer of complexity to the permissions process.
24. Environment Canterbury has an agreement with LINZ to enable a streamlined approach to permissions in most cases. We note however that several of the more recent sites have been on land not covered by this agreement, and approval has taken longer to be obtained.
25. We are currently working with all district councils and collating their road network Asset Management Plans as part of our work to support the co-funding by NZTA of the

implementation of the Regional Land Transport Plan. For the Mackenzie District, approximately 67 per cent of their maintenance costs relate to unsealed road maintenance and metalling. For other councils these costs are between 6 and 43 per cent of their total maintenance costs.

26. In terms of the total investment in the regional road network (approx. \$130m annually), the amount for the maintenance and metalling of unsealed roads is relatively minor (approx. \$10.9m annually). However, for rural communities these costs are significant, such as in the Mackenzie District, and it is important that the cost of aggregate remains affordable.
27. In other parts of South Canterbury, river gravel is becoming a scarce resource. Availability assessments and permissions are issued on a very site-specific basis and in many cases, extractors are required to transport gravel from a greater distance due to zero availability near to the demand location.
28. In mid Canterbury, there is generally enough gravel to meet demand, noting some locations are below target bed levels. There is a developing issue of aggradation (gravel build up) in the North Branch of the Ashburton River and the Selwyn/Waikirikiriri River that we are actively working on a management plan for.
29. The Ashley/Rakahuri and Waimakariri rivers, convenient supply locations for Rangiora and Christchurch, are fully allocated for gravel extraction and the total volume extracted per year is necessarily decreasing over time.
30. Near Kaikōura, the Kōwhai, Hāpuku and Mt Fyffe streams have an abundance of gravel supply to the extent that it is considered a future hazard. A management plan is being developed through our river scheme review process.

Next Steps

31. It is unclear to what extent river gravel management is an issue for Canterbury councils. Feedback is sought from the Mayoral Forum to understand if there are any river gravel management issues and if so, how Environment Canterbury can help to address them.

Date: 27 November 2020

Presented by: Jim Palmer, Chair, Chief Executives Forum

Chief Executives Forum report

Purpose

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

Recommendations

That the Canterbury Mayoral Forum:

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

Regional forums activity since September 2020

2. Since the Mayoral Forum's last regular quarterly meeting on 4 September 2020:
 - the Corporate and Operations Forums met on 14 September
 - the Policy Forum met on 2 October
 - the Chief Executives Forum met in person on 2 November.
3. The Corporate and Operations Forums will meet in person for the first meeting in 2021 and by videoconference for the remainder of the year. The Policy Forum has agreed to alternate virtual and in person meetings.

Operations Forum (chair Hamish Dobbie)

4. At its meeting on 14 September, the Operations Forum agenda focused on:
 - the current status of the Three Waters Service Delivery Review (agenda item 4)
 - updates to the Operations Forum's work programme
 - the Canterbury Water Management Strategy's Fit for Future regional work programme.

Corporate Forum (chair Bede Carran)

5. At the meeting on 14 September, the Corporate Forum agenda focused on:

- discussion of a report on carbon footprint assessments by Canterbury councils
- a regional stocktake of IT platforms, applications and procurement cycles and investment intentions
- the report from Deloitte on an analysis of third-party expenditure
- the digitisation framework
- information requirements for flexible and remote working.

Policy Forum (chair David Ward)

6. At the meeting on 2 October, the Policy Forum agenda focused on:
- setting up a scan tracker for government policy and regulation impacting the region
 - the Climate Change Working Group and its links to the Policy Forum and other forums
 - the upcoming Long Term Plan working group meeting
 - discussing the report on the Policy Forum regional report templates workshop, which resulted in endorsing a regional workshop on using Census data in policy and planning.

Chief Executives Forum (chair Jim Palmer)

7. At the meeting on 2 November, the Chief Executives Forum agenda focused on:
- an update on the Three Waters Service Delivery Review (agenda item 4)
 - considering next steps regarding a regional stocktake of IT platforms, applications and procurement cycles
 - establishing a short-term working group to share learnings, resources and advice on the impact of flexible and remote working across Canterbury
 - a discussion of Deloitte's third-party expenditure report
 - a draft communications strategy for the Mayoral Forum's consideration (agenda item 7)
 - a proposed approach for the Mayoral Forum's engagement with incoming Ministers and Members of Parliament (agenda item 8)
 - updates to the three-year work programme and requested action on all items that currently show as "not started".
 - a proposed review of regional working groups to ensure the structure is fit-for-purpose and the groups are achieving the purposes set out in their terms of reference
 - an update on the Canterbury Water Management strategy, and a discussion on the next steps for the freshwater reform programme (agenda items 5 and 6)
 - an update on the regional forums budget, and approval of the Canterbury Records Information Management Group's six-month work programme budget of \$28,700.

8. The Chief Executives Forum elected Hamish Riach as Chair for 2021 and confirmed the current chairs of the Policy (David Ward), Corporate (Bede Carran) and Operations (Hamish Dobbie) forums.

Cost, compliance and communication

Financial implications

9. On 2 November 2020, the Chief Executives Forum:
 - noted the full \$34,000 for the third-party expenditure analysis was likely to be invoiced by Deloitte (funded through the regional forums budget, as agreed at the previous meeting)
 - agreed to fund the Canterbury Records Information Management Group's six-month work programme (\$28,700) from the regional forums budget.

Communication

10. Summaries of key agenda items from the October meetings of the Policy Forum and Chief Executives Forum are on the website at <https://canterburymayors.org.nz/news/>

Attachments

- Three-year work programme.

ITEM #	WHAT	TASK	PLAN FOR CANTERBURY PRIORITY	SPONSOR	LEAD	ACTION	DUE	STATUS	UPDATE
1	Plan for Canterbury	Develop a Plan for Canterbury for the 2020-2022 local government term, to replace the CREDS		Mayoral Forum	CMF / Secretariat		4/09/2020	Complete	Launched 4 September https://canterburymayors.org.nz/wp-content/uploads/Mayoral-Forums-Plan-for-Canterbury_AUG-2020.pdf
2	Canterbury Water Management Strategy	To continue providing governance oversight and strategic support to the implementation of the Canterbury Water Management Strategy (CWMS)	Sustainable environmental management of our habitats	Mayoral Forum	Jenny Hughey	Request the Regional Committee to work with CWMS partners to re-engage communities and stakeholders on actions undertaken to deliver the CWMS across the region in order to maintain and nurture commitment to the delivery of the CWMS	30/09/2022	On track	Agenda Item 6
		Progress report on joint actions undertaken to deliver the CWMS across Canterbury				1/12/2021	Not started		
		CWMS Regional Committee reports on progress towards the 2025 and 2030 goals				30/06/2022	Not started		
3	Build capacity and influence to understand climate impacts, risks and opportunities and incorporate these into regional planning documents and community awareness.	Complete our first regional climate change risk assessment, aligned with the national climate change assessment, and identify critical gaps in our adaptation planning	Climate change mitigation and adaptation	Mayoral Forum	Climate Change Steering Group	Publish the Canterbury Climate Change Risk Assessment following release of the National Climate Change Risk Assessment		Complete	https://canterburymayors.org.nz/climate-change-risk-screening-2020/
		Encourage all Canterbury local authorities to complete carbon footprint assessments, to inform action plans for reductions				Progress Stages 2 and 3 of the Climate Change Risk Assessment	30/06/2021	On track	Agenda Item 9
		Encourage Environment Canterbury to factor climate change mitigation and adaptation into the new Canterbury Regional Policy Statement.				All Canterbury local authorities are encouraged and supported to commission council carbon footprint assessments	31/12/2020	On track	
						Communicate to Environment Canterbury the Forum's concern that climate change mitigation and adaptation be addressed in the new Regional Policy Statement	30/06/2021	Not started	
4	CREDS 2016–2019 continuing work programmes	Mobile and broadband coverage mapping and analysis	Shared economic prosperity	Mayoral Forum	Secretariat		1/03/2020	Delayed	Mobile black spot mapping is underway, field staff gathering data with analysis due October
		Food, Fibre and Innovation				High value manufacturing Value added production		On track	UC nearing completion of industry roadmaps, a successful hackathon hosted online during the lockdown, and several initiatives planned over the next two years to continue to build the industry pipeline and improve productivity
		South Island Destination Management plan						On track	South Island Destination Management plan completed in March, not yet formally launched due to COVID-19 – next steps to seek support from rest of South Island to progress to Stage 2
5	Freshwater Package investments	Advocate with Government for the region's interests to be addressed in the investment decisions to support the Government's Freshwater Package	Sustainable environmental management of our habitats	Mayoral Forum		Write to Ministers to advocate for Canterbury's position		Complete	
					Add to the agenda for the Mayoral Forum visit(s) to Wellington		On track	Visit date TBC following the election Agenda Item 8	
6	Education Forum	Facilitate a forum of key tertiary education and training providers to enable the exchange of ideas and information and support collaboration Advocate for transition of secondary students to further study and training or work	Shared economic prosperity	Mayoral Forum		Forum meets at least twice each year	30/06/2021	On track	

7	Skilled Workforce	Advocate with Government for education and immigration policies that deliver a skilled workforce now and into the future	Shared economic prosperity	Mayoral Forum		Add to the agenda for the Mayoral Forum visit(s) to Wellington	30/11/2020	On track	Visit date TBC following the election - Agenda Item 8
8	Better freight options	Participate on the Canterbury Regional Land Transport Committee	Better freight transport options	Mayoral Forum		Communicate to the RTC the forum's desire that the new RTLP provide a planning and investment framework that results in fewer trucks on the road		Not started	
		Collaborate with South Island chairs of RLTC to drive multi-modal transport planning investment					Not started		
		Advocate with Government for investment in multi-modal transport outcomes, especially moving more long-distance freight by rail					Not started	Agenda Item 8	
9	Review regional forums terms of reference	Three-yearly review of terms of reference for Chief Executives Forum, Policy Forum, Corporate Forum, Operations Forum		CEs Forum	Jim Palmer		30/09/2020	Complete	Completed and approved by the CEs forum on 27 July
10	A consistent Canterbury story	Develop an agreed collective positioning story and investment proposition that we consistently communicate in and for Christchurch and Canterbury		CEs Forum	Jim Palmer	Objective is in mind in relation to the Plan for Canterbury, regional COVID recovery co-ordination and Greater Christchurch 2050		Not started	Agenda Item 7
11	Three Waters	Build a collaborative response to central government's Three Waters review, including: - build consensus on strategic intent – where we want to get to, in relation to national direction and developments - identify key risks, challenges and barriers - recommend priority actions for CEF consideration	Three Waters services	CEs Forum	Three Waters Project Manager / Secretariat		31/12/2020	On track	Steering Group and Advisory Group established. Approval of consultant to undertake review for consideration at this meeting. Agenda Item 4
		Review Three Waters service delivery arrangements across Canterbury				30/06/2021	On track	Agenda Item 4	
		Advocate a Three Waters regulatory system that utilises risk-and evidence-based interventions to ensure safe and efficient delivery of water services					Not started	Agenda Item 8	
12	Collaboration on 2021 LTPs	Facilitate collaboration on 2021–31 Long-Term Plans – financial and infrastructure strategies, and strategic direction and community outcomes (the four wellbeings)		Policy Forum	David Ward / CCF		31/03/2020	On track	LTP working group convened by David Ward 15 July 2020
13	Support each other to have a strong regional voice	Support a 'one strong voice for Canterbury' through the shared development of regional submissions and advocacy as requested by the Mayoral Forum and/or Chief Executives Forum on central government regulation and policy		Policy Forum			31/12/2020	Complete	Guidelines for preparing regional submissions approved by CE Forum January 2020.
14	Regional training workshops	Design and deliver two workshops during 2020		Policy Forum	Secretariat	Report template design – with Toni Durham (Ashburton)	31/12/2020	Complete	Workshop on report templates at Ashburton District Council was held on 21 August 2020
						Use of 2018 Census data – with David Price (Christchurch)		On track	Census Data workshop held 6 November at Christchurch City Council
15	Mana Whakahono a Rohe	Share information and develop a common understanding across Canterbury councils of Mana Whakahono a Rohe iwi/rūnanga participation agreements		Policy Forum			31/12/2020	Delayed	This is working through internal processes within Ngāi Tahu and the Papatipu Rūnanga before it goes to external organisations
16	Review of Canterbury Regional Policy Statement	Facilitate a regional perspective on Environment Canterbury's review of the Canterbury Regional Policy Statement	Climate change mitigation and adaptation	Policy Forum		Encourage Environment Canterbury to factor climate change mitigation and adaptation into the new Canterbury Regional Policy Statement	30/06/2021	Not started	

17	Update Canterbury Biodiversity Strategy	Oversee the review of the Canterbury Biodiversity Strategy 2008 to ensure alignment with the NZ Biodiversity Strategy 2020 and the proposed National Policy Statement on Indigenous Biodiversity	Sustainable environmental management of our habitats	Policy Forum			30/06/2021	On track	Canterbury Biodiversity Strategy update commenced
18	IT systems and digital services	Lead development of a 10-year plan for Canterbury councils to move to a common platform for IT systems and digital services (including valuation and rating functions) and secure cost savings through group licensing procurement, with specific concrete actions to be implemented in each year of the 10-year plan		Corporate Forum	CIOs	Conduct a stocktake of where everyone is at	30/06/2020	On track	CCF agreed 16 March 2020 that CIOs will conduct a stocktake of Canterbury councils' IT platforms, applications and procurement / licensing cycles and investment intentions to inform planning to move towards a common platform by 2030 Discussed at CE Forum 2 November, on track
		Develop a business case (with value proposition and a request for funding) to go to member councils to test and build consensus on a collective vision, commitment and understanding of what it might mean over time for procurement and renewal cycles						30/11/2020	On track
19	Procurement	Develop a proposal for a joined-up procurement system/service for Canterbury councils, including legal services provisioning Develop a proposal for consideration by member councils		Corporate Forum	CFMG	CEs Forum on 27 July agreed for CFMG to contract Deloitte to analyse third-party expenditure by Canterbury councils, to inform collaborative procurement options	30/11/2020	On track	
20	Carbon footprint assessments	Encourage and facilitate completion of carbon footprint assessments by Canterbury councils	Climate change mitigation and adaptation	Corporate Forum	CCF / TDC co-ordinating		31/12/2020	On track	
21	Road engineering to improve road safety	Engage with other roading agencies to align with best practice in designing and managing road engineering assets		Operations Forum	CEMG		31/12/2020	Cancelled	Councils have submitted their draft business cases for the 2021 NLTP Assessment, cognisant of the recent release of the Government Policy Statement on Land Transport, the Strategic Priority on Road Safety and the Road to Zero Initiative. All TAs use appropriate internal and external professional road designers, generally use Austroads design guides and undertake post construction audits as best practice
22	Implementing new Water Safety Plan format	Share advice and lessons between drinking water suppliers from implementing the new Water Safety Plan to improve compliance across the region		Operations Forum	DWRG			Update needed	COF agreed 16 March 2020 to share advice and lessons learned in implementing drinking water safety plans, and draw on the Drinking Water Reference Group for technical input
23	Shared approach to managing infrastructure	Develop a shared approach aligned to best practice for adaptation to climate change in 30-year Infrastructure Plans		Operations Forum	CEMG		31/12/2020	Cancelled	COF agreed 16 March 2020 to action this. Most councils are building on previous editions of their infrastructure strategies and there was no enthusiasm for a Canterbury wide template. Shared climate change adaptation approach likely to be driven from the Climate Change Steering and Working groups.

Key to acronyms

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

Date: 27 November 2020

Presented by: Jim Palmer, Chair, Chief Executives Forum

Meeting arrangements for 2021

Purpose

1. This paper outlines meeting arrangements and support for Mayoral Forum meetings and seeks approval of regional forum meeting dates for 2021.

Recommendations

That the Canterbury Mayoral Forum:

1. approve the proposed regional forums meeting schedule for 2021.

Meeting dates 2020

2. The Canterbury Mayoral Forum meets quarterly. Meetings are scheduled around the Local Government New Zealand (LGNZ) and Society of Local Government Managers (SOLGM) events calendar.
3. Other regional meetings that involve Mayors are aligned with Mayoral Forum meetings to make the best use of time for those attending.

Meeting	Day	Time
Regional Transport Committee	Thursday afternoon	4:00-6:00pm
Mayoral Forum working dinner	Thursday evening	Meet in bar from 6:00 for dinner at 6:30pm
Mayoral Forum meeting	Friday morning	9:00am – 12:00pm
Civil Defence Emergency Management Group Joint Committee	Friday afternoon	1:00 – 3:00pm

4. The attached calendar sets out proposed dates for the following:
 - Mayoral Forum
 - Chief Executives Forum
 - Climate Change Steering Group
 - Policy, Operations and Corporate Forums.
5. LGNZ meetings, events and committees, and other relevant regional meetings, are noted in the proposed schedule for information.

Location of Meetings

6. The Chief Executives Forum meets at Selwyn District Council, this is expected to continue through 2021.
7. The Corporate, Operations and Policy Forum have all agreed that most of their meetings will be held via Zoom, with face-to-face meetings to continue to be held at Selwyn District Council.
8. Pre-COVID Mayoral Forum meetings and the Mayoral Forum dinner were generally held at the Commodore Hotel however this is no longer available as it is booked through 2021 as a Managed Isolation Facility.
9. The Environment Canterbury Council Chambers has been booked for Mayoral Forum meetings through 2021, however this will require dinner bookings to be made off site.

Cost, compliance and communication

Financial implications

10. The Mayoral Forum does not levy member councils and has no dedicated budget.
11. Member councils meet their own costs for meeting attendance (travel and accommodation and Mayoral Forum working dinners). When we invite guests to working dinners, the cost of their meals is divided equally between member councils. Mayors and Chief Executives pay personally for any alcoholic beverages consumed.
12. The Chief Executives Forum has a regional forums budget for approved collaborative projects. This is funded by a levy on member councils to an agreed formula. The budget for 2020/21 is \$73,000.
13. Selwyn District Council provides meeting rooms and catering for the four regional forums that meet in its premises.
14. Environment Canterbury covers secretariat salaries and overheads and some Mayoral Forum meeting costs (room hire and lunch) and funds this from the regional general rate. Environment Canterbury also acts as fund-holder for any grants obtained from central government.

Attachments

- Regional forums meeting schedule 2021.

Canterbury regional forums meeting schedule 2021

	Date	Time	Forum	Venue
	25 January - Monday	9.00am – 12.00pm	Chief Executives Forum	Selwyn District Council
	26 January - Tuesday	3.30pm – 5.00pm	GCP Chief Executives Advisory Group	Environment Canterbury
	8 February - Monday	Waitangi Day		
	12 February - Friday		LGNZ – Metro forum	
		9.00am – 12.00pm	Greater Christchurch Partnership	Environment Canterbury
	15 February - Monday		LGNZ – CE Forum	
	16 February - Tuesday		CWMS Regional Committee	
	18 February - Thursday	4.00pm – 6.00pm	Regional Land Transport Committee	Environment Canterbury
		6.00pm – 9.00pm	Mayoral Forum Working Dinner	TBC
	19 February - Friday	9.00am – 12.00pm	Mayoral Forum	Environment Canterbury
		1.00pm – 2.00pm	Civil Defence and Emergency Management Joint Committee	Environment Canterbury
	22 February - Monday		LGNZ – PAG Committee	
	23 February - Tuesday	3.30pm – 5.00pm	GCP Chief Executives Advisory Group	Environment Canterbury
	26 February - Friday		LGNZ Regional	
	3 March - Wednesday		LGNZ National Council	
	4 March - Thursday		LGNZ Rural and Provincial	
	5 March - Friday		LGNZ Rural and Provincial	
	12 March - Friday	9.00am – 12.00pm	Greater Christchurch Partnership	Environment Canterbury
	15 March - Monday	12.30pm – 3.00pm	Corporate Forum	Selwyn District
		12.30pm – 3.00pm	Operations Forum	Selwyn District
			LGNZ Zone 5 and 6	

16 March - Tuesday		LGNZ Zone 5 and 6	
19 March - Friday		Climate Change Steering Group	TBC
23 March	3.30pm – 5.00pm	GCP Chief Executives Advisory Group	Environment Canterbury
26 March - Friday	12.30pm – 3.00pm	Policy Forum	Selwyn District
2 – 6 April	Easter		
9 April - Friday		Greater Christchurch Partnership	
13 April - Tuesday		CWMS Regional Committee	
19-30 April	School Holidays		
26 April	Anzac Day observation		
27 April - Tuesday	3.30pm – 5.00pm	GCP Chief Executives Advisory Group	Environment Canterbury
3 May - Monday	9.00am – 12.00pm	Chief Executives Forum	Selwyn District Council
7 May - Friday		LGNZ Regional	
10 May - Monday		LGNZ Zone 5	
14 May - Friday	9.00am – 12.00pm	Greater Christchurch Partnership	Environment Canterbury
		LGNZ Metro	
21 May - Friday		LGNZ National Council	
25 May - Tuesday	3.30pm – 5.00pm	GCP Chief Executives Advisory Group	Environment Canterbury
27 May - Thursday	4.00pm – 6.00pm	Regional Land Transport Committee	Environment Canterbury
	6.00pm – 9.00pm	Mayoral Forum working dinner	TBC
28 May - Friday	9.00am – 12.00pm	Mayoral Forum	Environment Canterbury
	1.00pm – 2.00pm	Civil Defence and Emergency Management Joint Committee	
31 May - Monday		LGNZ PAG	
7 June - Monday	Queen's Birthday		
10 June - Thursday		LGNZ Rural & Provincial	

	11 June - Friday		<i>LGNZ Rural & Provincial</i>	
		9.00am – 12.00pm	<i>Greater Christchurch Partnership</i>	<i>Environment Canterbury</i>
	14 June - Monday	1.00pm – 3.00pm	Operations Forum	Zoom
		10.00am – 12.00pm	Corporate Forum	Zoom
	15 June - Tuesday		<i>CWMS Regional Committee</i>	
	18 June - Friday		Climate Change Working Group	TBC
	21 June - Monday		<i>LGNZ CE Forum</i>	
	22 June - Tuesday	3.30pm – 5.00pm	<i>GCP Chief Executives Advisory Group</i>	<i>Environment Canterbury</i>
	25 June - Friday	1.00pm – 3.00pm	Policy Forum	Zoom
	9 July - Friday	9.00am – 12.00pm	<i>Greater Christchurch Partnership</i>	<i>Environment Canterbury</i>
	12-23 July	School Holidays		
	15 July – Thursday		<i>LGNZ Conference</i>	
	16 July - Friday		<i>LGNZ Conference</i>	
	17 July - Saturday		<i>LGNZ Conference and AGM</i>	
	26 July - Monday	9.00am – 12.00pm	Chief Executives Forum	Selwyn District Council
	27 July - Tuesday	3.30pm – 5.00pm	<i>GCP Chief Executives Advisory Group</i>	<i>Environment Canterbury</i>
	2 August - Monday		<i>LGNZ PAG</i>	
	10 August - Tuesday		<i>CWMS Regional Committee</i>	
	13 August - Friday		<i>LGNZ Metro</i>	
	19 August - Thursday	4.00pm – 6.00pm	Regional Land Transport Committee	Environment Canterbury
		6.00pm – 9.00pm	Mayoral Forum working dinner	TBC
	20 August - Friday	9.00am – 12.00pm	Mayoral Forum	Environment Canterbury
		1.00pm – 2.00pm	Civil Defence and Emergency Management Joint Committee	

24 August - Tuesday	3.30pm – 5.00pm	GCP Chief Executives Advisory Group	Environment Canterbury
27 August - Friday		LGNZ National Council	
3 September - Friday		LGNZ Regional	
10 September - Friday	9.00am - 12.00pm	Greater Christchurch Partnership	
13 September - Monday	1.00pm – 3.00pm	Operations Forum	Zoom
	10.00am – 12.00pm	Corporate Forum	Zoom
17 September - Friday		Climate Change Steering Group	TBC
21 September - Tuesday	3.30pm – 5.00pm	GCP Chief Executives Advisory Group	Environment Canterbury
24 September - Friday	1.00pm – 3.00pm	Policy Forum	Zoom
4-15 October	School Holidays		
7 October - Thursday		LGNZ National Council	
8 October - Friday		LGNZ National Council	
	9.00am – 12.00pm	Greater Christchurch Partnership	Environment Canterbury
12 October - Tuesday		CWMS Regional Committee	
14 October – Thursday		LGNZ Zones 5 & 6	
15 October - Friday		LGNZ Zones 5 & 6	
18 October - Monday		LGNZ CE Forum	
19 October - Tuesday	3.30pm – 5.00pm	GCP Chief Executives Advisory Group	Environment Canterbury
25 October - Monday	Labour Day		
1 November - Monday	9.00am – 12.00pm	Chief Executives Forum	Selwyn District
5 November - Friday	9.00am – 12.00pm	Greater Christchurch Partnership	Environment Canterbury
		LGNZ - Metro	
8 November - Monday		LGNZ - PAG	
12 November - Friday	Canterbury Show Day		

	18 November - Thursday	4.00pm – 6.00pm	Regional Land Transport Committee	Environment Canterbury
		6.00pm – 9.00pm	Mayoral Forum working dinner	TBC
	19 November - Friday	9.00am – 12.00pm	Mayoral Forum	Environment Canterbury
		1.00pm – 2.00pm	Civil Defence and Emergency Management Joint Committee	Environment Canterbury
	23 November - Tuesday	3.30pm – 5.00pm	GCP Chief Executives Advisory Group	Environment Canterbury
	25 November - Thursday		LGNZ Rural & Provincial	
	26 November - Friday		LGNZ Rural & Provincial	
			LGNZ Regional	
	3 December - Friday		LGNZ National Council	
	10 December - Friday	9.00am – 12.00pm	Greater Christchurch Partnership	Environment Canterbury
	13 December - Monday	1.00pm – 3.00pm	Operations Forum	Zoom
		10.00am – 12.00pm	Corporate Forum	Zoom
	17 December - Friday	1.00pm – 3.00pm	Policy Forum	Zoom
	17 December - Friday		Climate Change Steering Group	TBC
	20 -31 December	School Holidays		