



Annual Report

Collaboration Bay of Plenty July 2016-June 2017



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To our members

Strategic highlights

In 2016-2017 agencies recommitted to the COBOP network continued as an integral part of local and central government networking and information sharing opportunities in the Bay of Plenty region.

Early 2016 we undertook an internal review of COBOP as the network was well overdue to do so. Responses from the review indicated that COBOP needed to re-purpose, redefine itself and ask for a recommitment from participating agencies. As an 11-year old network, the landscape in which COBOP was born and the way we work has changed. However, the review pointed out that the need for collaboration and coordination has not.

In September 2016, the leadership forum (now renamed the regional leadership forum) were presented with information from the review and asked the hard question - do we still need COBOP? The response was positive and subsequent discussion continued around how we want the network to look like now. Key to this was an organisational commitment to defining what agencies could work on together on an annual basis, and better using our time to look at challenges and opportunities to collaborate and coordinate, rather than purely networking and information sharing meetings.

In February, 2017 the regional leadership forum workshopped four areas for COBOP to focus its attention on. During March-May these areas have been explored with participating agencies. More detail on this is outlined as you read on in this report. What it means is that as Executives and Regional Managers we are stepping up to the plate and leading our respective agencies to tackle some of the region's complex opportunities and challenges in a collaborative way.

Financial highlights

Our member organisations have continued to fund the network voluntarily in 2016 and 2017. Local hosting of meetings, forums and events has also enabled us to keep our running costs down and we sincerely thank all those organisations who have committed themselves to this end. We are still able to maintain a high-quality website, employ a part time Co-ordinator, run the regional leadership forums three times a year and attract guest speakers thanks to your contributions.

Looking ahead

Our internal review of COBOP has enabled us to look critically at the purpose of the network, where it is best positioned in the region to make a difference and where member agencies see the future of COBOP. We have begun to act on this feedback and strengthen connections towards enabling practical as well as strategic collaboration. In my last term as Chair of COBOP, I look forward to handing over a more purposeful COBOP that can achieve great things together.

Miriam Taris
Chairperson, July 2017



Summary of activities



Participation

The numbers of local and central government personnel involved in the network has changed post review. Attempting to be more purposeful with agency time has seen COBOP link with key staff within member agencies whose role is directly related to an action clusters remit in some way. Having the right people to attend discussions on new action clusters has been key to getting the 'new COBOP' workable. Organisational workloads for agencies continue to be a factor in participation. However in 2017 COBOP has begun to use Bay of Plenty Regional Council video conferencing facilities in efforts to cut down on staff travel time and costs associated with participating in discussion at a regional level.

The Steering Group purposed to hold three regional leadership forums in 2017 following the review and recommitment from member agencies. Tables to follow in the Regional Leadership Forum and Action Cluster sections, show the numbers of local and central government agencies represented at meetings throughout the year.

External interest in the network has grown with connections to the Silver Economy Research Project, Smart Growth Smart Talk forums, EQC, involvement of EMBOP (Emergency Management Bay of Plenty) and closer connections with BOPTI (Bay of Plenty Tertiary Intentions Group), BOC (Bay of Connections) and CONNECT (run by NZT&E).

Priorities

Our areas for focus since the 2016 review include:

- *Exploring new action clusters based on regional leadership forum direction.*
- *Adding value to existing networks and initiatives through COBOP connection*
- *Raising the profile of COBOP using direct communication and updates to the Mayors Triennial and BOP Chief Executives forums*
- *Exploring the relationship between COBOP and Bay of Connections in terms of the linkages between economic and social development*
- *Supporting local interagency work where appropriate*

Steering Group

The Steering Group met quarterly to oversee, drive and provide continuity during and after the review process to move the network forward.

In February 2017, the group farewelled Fiona McTavish and welcomed James Graham as the BOPRC representative. In July 2017, some Steering Group members will end their two-year term with COBOP and others will continue. Feedback is being sought from the network on representation as this report goes to print.

Regional Leadership Forum (RLF)

CE's and regional managers of local and central government met three times during the 2016-2017 year, hosted at the Ministry of Social Development (MSD) Regional offices in September 2016 and at Rotorua Lakes Council in February 2017 and June 2017.

Post-review, the Regional Leadership Forum (RLF) recommitted to leading the direction of and fulfilling the purpose of COBOP. Discussion topics have been based around, but not limited to the action clusters agreed on at the outset of the year. The RLF also provides the only coordinated, regional opportunity and connection point for local and central government Senior Executives in the BOP discuss areas for collaboration and build strategic relationships.

September 2016 MSD, Rotorua

The September 2016 meeting focussed on the review outcomes and recommendations. These included:

1. **Recommitment:** *to create a common agenda amongst member agencies to give practical direction to inter-agency collaboration and seek a re-commitment from them to work towards this end*
2. **Restructure:** *the Leadership Forum to engage decision making, leadership and accountability for the common agenda/key themes, between central and local government agencies at the highest level with a strategic approach in mind for some of the region's complex challenges.*
3. **Reposition:** *COBOP to work on key themes, as a mechanism for replacing the current cluster groups, integrating the well-beings and to explore the involvement of community/other agency involvement.*

All 26 member agencies of COBOP were represented at this forum, the outcomes of which were critical to the continuation of the network.

Agreement was made to review the original Terms of Reference for COBOP, commit to the same senior representation from each agency at the RLF and that cluster groups should be repositioned based on key themes. Discussion began on what these themes could be by workshopping the 'big' challenges and opportunities in the BOP. The Cynefin Model of decision making was used to define where collaboration and coordination (the purpose of COBOP) would be the best response.

February 2017 Rotorua Lakes Council

The first meeting of 2017 continued from September 2016, focussed on exploring key themes for COBOP in 2017. This meeting resulted in the RLF agreeing to explore the following areas for opportunities to collaborate and coordinate in:

1. *Community Safety*
2. *Workforce Development/Employment*
3. *Environmental Sustainability*
4. *Healthy Housing*

Agencies involved in this discussion took a lead in continuing this exploration before the June RLF meeting. Leads for each area (with support from the COBOP Coordinator) included:

- **Community Safety** - EMBOP and NZFS
- **Workforce Development/Employment** - Priority 1 and MBIE
- **Environmental Sustainability** - BOPRC and DOC
- ***Healthy Housing** - Toi Te Ora (TTO) Public Health.

Note, this action cluster had occurred during June 2016 after TTO held a regional seminar on housing linkages and health. Both DHB's and TTO were already exploring a regional group looking to collaborate in this space. COBOP agreed to support the work of this group more officially as many COBOP member agencies were already working together here.*



June 2017 Rotorua Lakes Council

This meeting purposed to follow up on progress in exploring agreed action areas made in February. Progress presentations were made as follows:



Workforce Development/Employment -

Gregg Simmonds, (Priority One/BOPTI) & Brendon Gardner (MBIE)

Greg is the Project Manager for the [Bay of Plenty Intentions Strategy](#) (BOPTIS), a regional group purposed to connect the region's tertiary providers, along with government agencies, economic development agencies, iwi, industry and community groups, to work in partnership and guide the delivery of tertiary education, for a more prosperous region. The TIS is considered a 'starting point' and is continually evolving its strategy. BOPTIS is connected strategically to the Bay of Connections Regional Growth Plan.

Rather than re-invent a group working successfully in this space, COBOP sought to add value to what the group is trying to achieve in workforce development and future employment for the BOP. BOPTIS also engaged with COBOP in early 2016 to hear agency opinion on key challenges and opportunities in this space.

BOPTIS has since included COBOP members, TEC and MSD as representatives and, at the time of this report, have engaged research on labour market initiatives through the University of Waikato. Following this research, COBOP purposes to work with BOPTIS to workshop the outcomes of this through to decisions and actions that include local authorities and government departments working in workforce development and employment.



Environmental Sustainability - James Graham (BOPRC) & Helen Neale (DOC)

Since February a group of agencies have met three times to explore the potential of an action cluster in this area. Local authorities, regional council, DIA, TTO, DOC and TPK are working towards setting objectives for this group.

Draft objectives at this stage include:

1. *Leading by example as agencies in environmental and sustainability policy and practice*
2. *Enhancing community and iwi capacity in their endeavours towards improved environmental outcomes*
3. *Recognising and responding cohesively and collaboratively to environmental and sustainability challenges and opportunities to the region*

This is the first time COBOP has had a dedicated 'cluster' of agencies looking at opportunities to collaborate in the environmental space.



Community Safety

Since February a group of agencies have met once to explore the potential of an action cluster in this area. Local authorities, DHB's, DIA, MSD, EMBOP, NZFS attended in March. The Whakatane/Edgumbe flood recovery became a priority soon after this first meeting and the group has deferred to meet again in July.

Some key areas to continue discussion in are:

- *Local community resilience building - agency coordination*
- *Safer Communities - the NZ model*
- *Data sharing and discussion opportunities*
- *COBOP's regional role in bringing together learnings from local level initiatives*

Agencies will meet again in July/August 2017 to progress discussions.



Healthy Housing Regional Forum - Dr Jim Miller (TTO) and Brian Pointon (BOPDHB)

This group has been evolving since June 2016 when Toi Te Ora Public Health brought together local and central government agencies, organisations and community groups to look at 'healthy housing' as a topic.

COBOP committed to support this group in February 2017 as a majority of members are local and central government, including EECA, and BayTrust representing philanthropic organisations across the region.

The group has set objectives to:

1. *Proactively seek sustainable funding for Healthy Homes initiatives in the medium term across all potential funders to address housing needs in prioritised communities*
2. *Explore efficiencies within community-based projects, so that costs can be reduced and more homes can be improved across the wider Bay of Plenty*
3. *Ensure good practice in the implementation of community-based healthy housing programmes that provide scale, quality and community engagement.*



Economic Development - Bay of Connections, CONNECT Bay of Plenty & COBOP Linkages - Cheryl Lewis (BOPRC), Jenny Milson (NZT&E) and Lionel Crawley (NZT&E)

Three networks represented that have an interest or active involvement in economic development in the region. This overview was on the connection between all three, with subsequent discussion on how to leverage these connections.

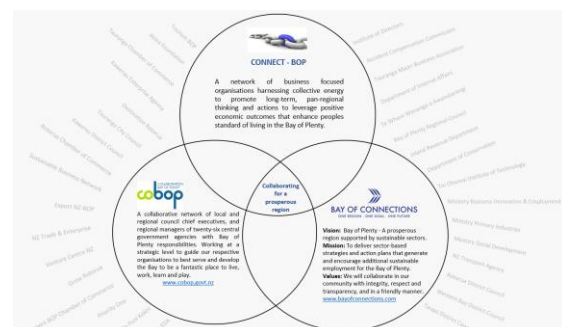
In 2013 COBOP's economic cluster began to meet with CONNECT, a regional networking group run by NZT&E with a purpose to enhance regional business prosperity.

CONNECT members included EDA's, Chambers of Commerce, learning institutes, Regional Tourism organisations, Maori business, Innovation Institutes and has scope to include more agencies and organisations involved in the business support arena.

COBOP's linkage with CONNECT currently includes local councils, regional council, MSD, TPK, NZTA, NZT&E and MPI. In late 2016 CONNECT also (as a 10-year-old network) undertook a review to repurpose itself.

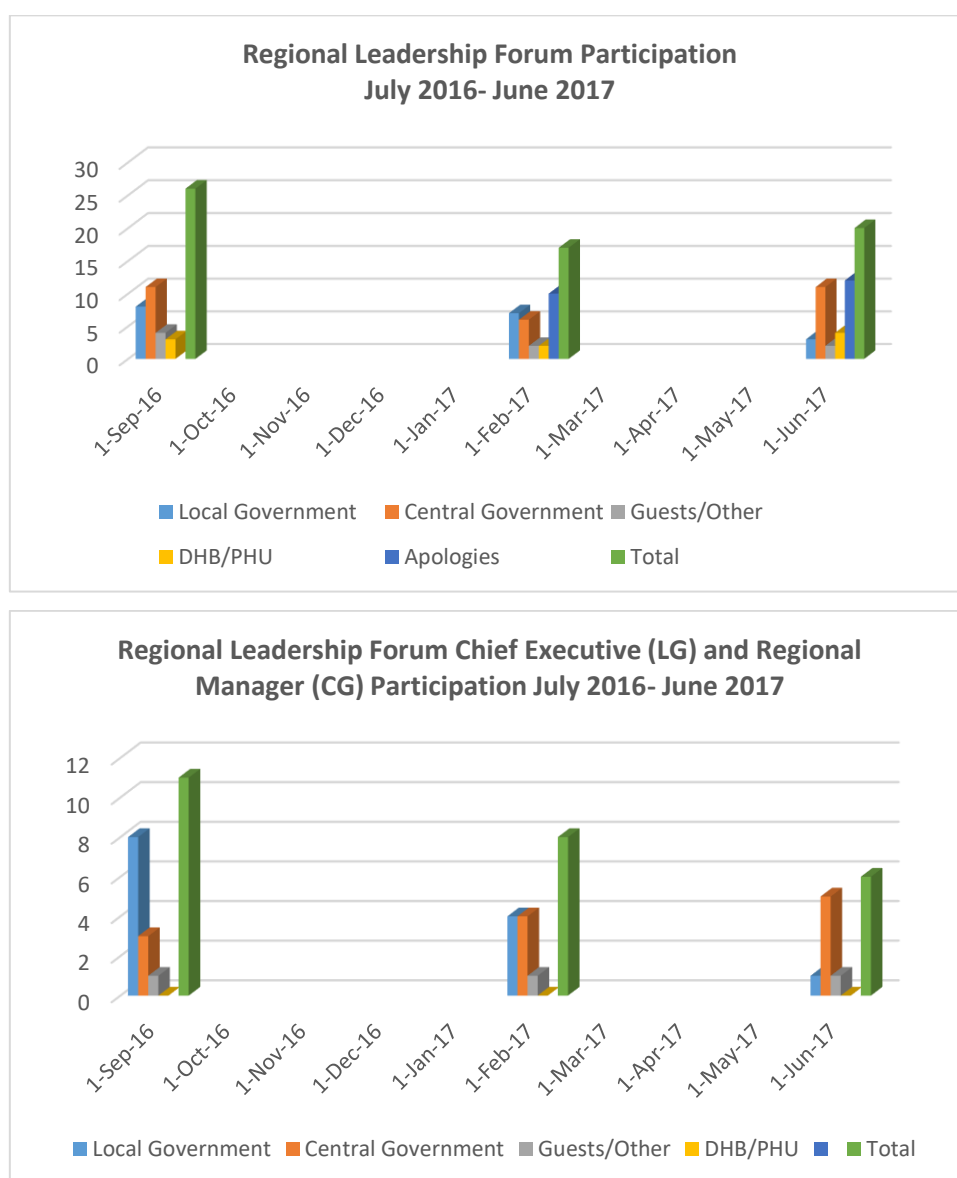
With Bay of Connections evolving to sector strategies in many key areas and leading the development and implementation of the Regional Growth Strategy, connection between the three networks adds value to the end goal - prosperity for the region.

Lionel presented on his role as a COBOP representative on the Bay of Connections Group with subsequent discussion on what COBOP would like to achieve through this.



Leadership Forum Attendance

The graph below shows agency participation rates in COBOP Regional Leadership Forum in the 2016-2017 financial year (July-June). The forum averages around 20 attendees per forum with the largest (28 attendees) in September 2016. The September 2016 meeting was the first forum after the 2016 review to discuss the recommendations and way forward for COBOP. From 26 member organisations, the attendance for this year shows us that COBOP members are still committed to the idea of leadership forums, however some agencies have dropped attendance altogether. A contributing factor to this may be changes in organisational structure during this timeframe for ACC, MYD, NZTA and Oranga Tamariki (prior Child, Youth & Family). The Ministry of Health supports Bay of Plenty and Lakes DHB's to attend on behalf of health but does not have a regional presence itself. Attendance figures show that the Regional Leadership Forums over this time are more highly represented by central than local government agencies.



This shows that although agency participation remains relatively high for both local and central government, attendance by Chief Executives and Regional Managers is still quite difficult to get.

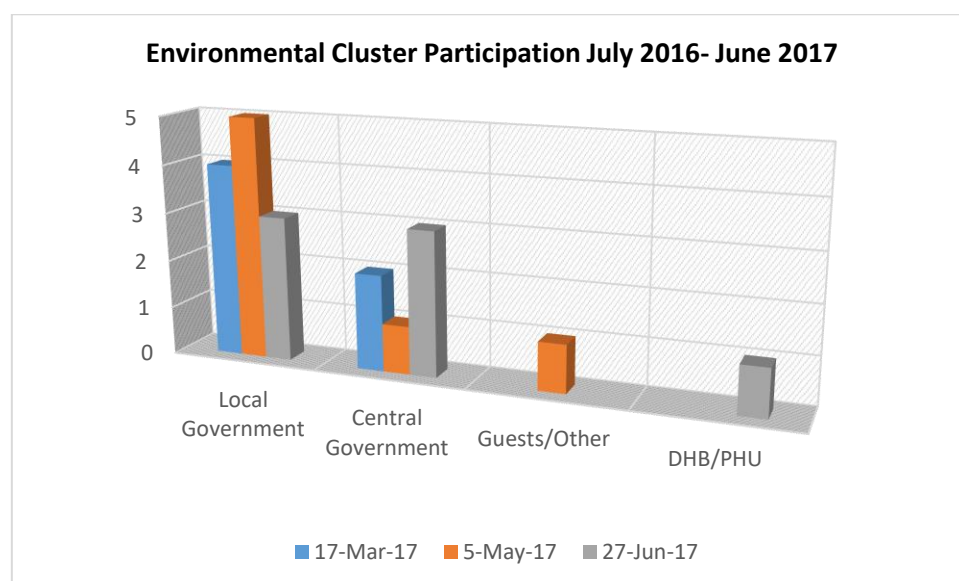
However, agencies are now sending the same representative each time to the RLF - a request made post review to ensure continuity of relationship.

Action Clusters

Cluster group activity is crucial to the network in “walking the talk” and increasingly we are seeing more opportunities to work together rather than just share information. Organisational participation has changed this year due to the new direction of COBOP to run clusters based around potential areas for collaboration (set by the RLF).

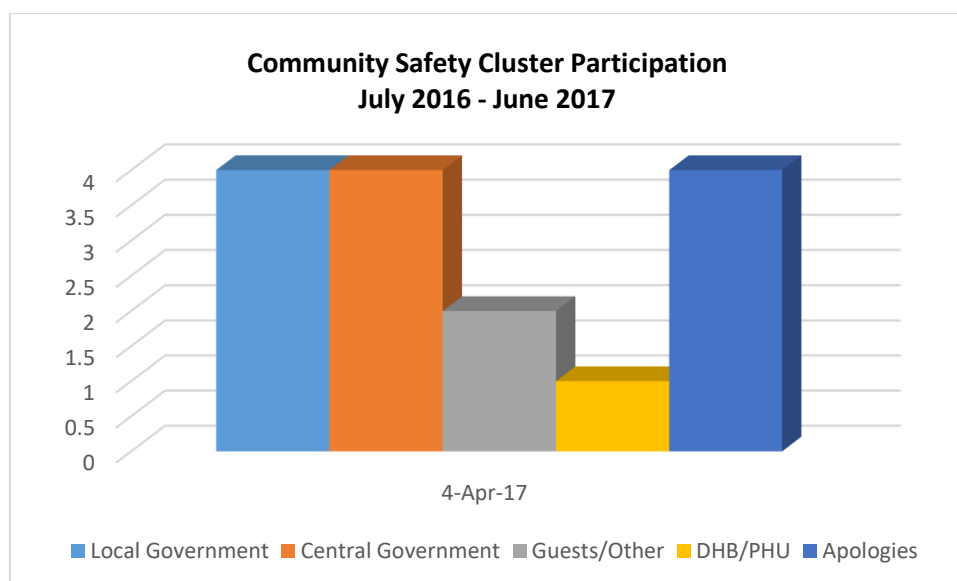
The early part of 2017 was spent exploring the action areas and agreeing on objectives that agencies want to work on together should the cluster proceed. Much of this time has been about getting the right people around the table at the right time. Linkages between action clusters are connected by the Strategic Co-ordinator who attends all cluster meetings. Please refer to further details on page six of this report as a thorough update was given at the 30 June 2017 Regional Leadership Forum on each area.

Action Cluster Attendance



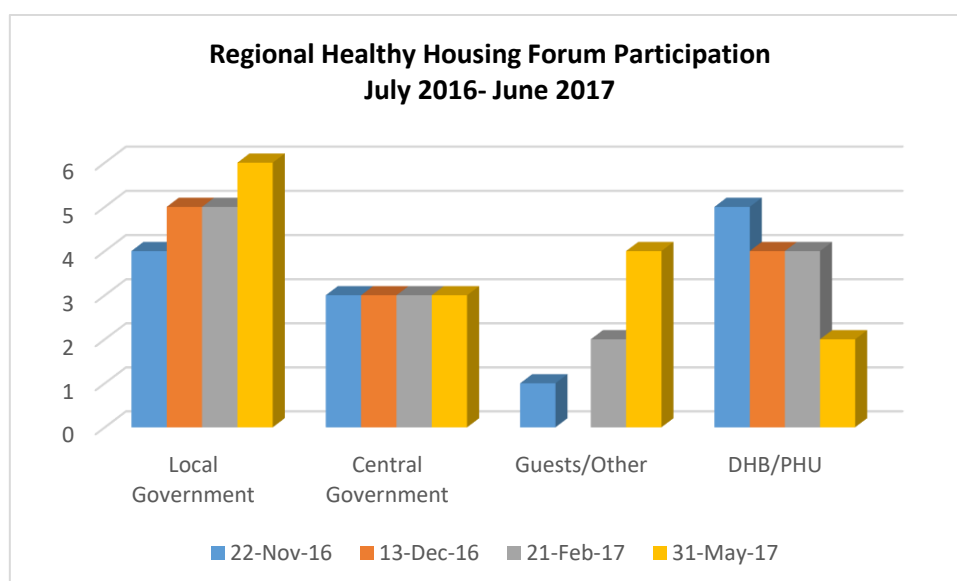
Although a “well-being” from COBOP’s inception, an environmental cluster for COBOP has never occurred until this year. This action cluster is a new focus area for COBOP and, although small in numbers has high participation from local authorities. Central government agencies represented in the Bay of Plenty working in this area (environment) are minimal but include major

players such as TPK, DOC and MPI. DIA has also participated with a focus on community led development (in environmental initiatives) and TTO with linkages to health and the environment. Local government participation (at June 2017) has included BOPRC, TCC, KDC, WDC, RLC. WBOPDC have been invited to join and TDC and ODC remain abreast of the group’s direction.



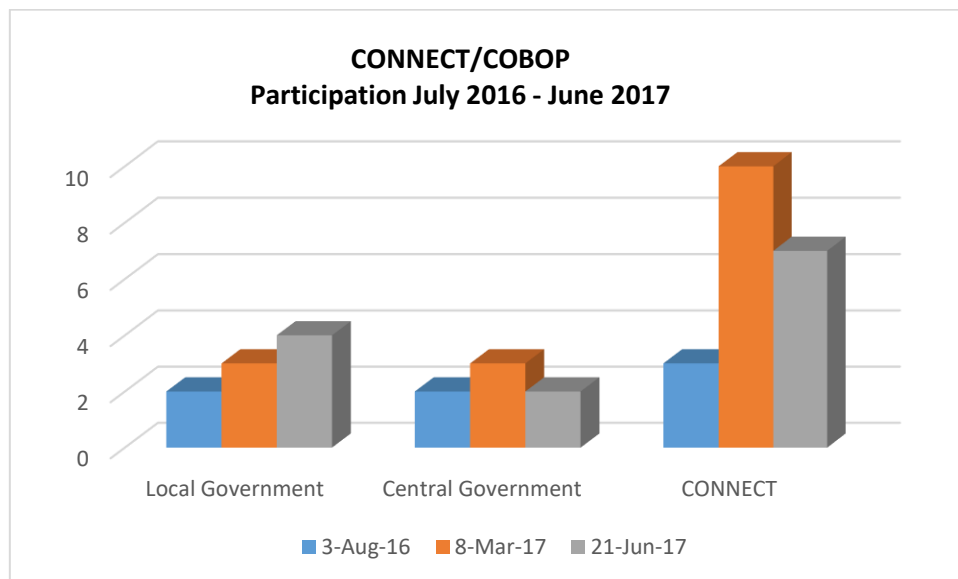
Only one meeting has occurred to explore an action cluster for COBOP under the banner of community safety. This meeting was held before the first Cyclone hit New Zealand and particularly affected the Eastern Bay of Plenty. Many agencies have been involved in recovery work after April

and a second meeting is to be held in August 2017. Initial representation from agencies at the first meeting indicate a positive response from both local and central government agencies working in the community safety space.



COBOP supports the existing work of Toi Te Ora Public Health (TTO) as a regional initiative in the healthy housing space, involving multiple local and central government agencies that are part of the network. This group involves EECA, DIA, MSD, TPK,

both DHB's (Lakes and BOP) and BOPRC, TCC, WDC, WBOPDC, TDC, RLC and is convened by TTO. Participation rates show that this cluster is well supported by local government attendance.



Similar to COBOP's 2016 review, CONNECT undertook a facilitated session in March 2017 to repurpose the group. In June 2017 conversations on key action areas were started. Members include an agency/not for profit organisation focussed on regional prosperity through business. COBOP members currently include KDC, WBOPDC, TDC, TCC, MSD, MPI, NZT&E, DIA, NZTA, TPK, MBIE, and BOPRC. CONNECT members currently include Priority One, Rotorua, Tauranga and

Eastern Bay Chambers of Commerce, Akina Foundation, Destination Rotorua, Enterprise Great Lake Taupo, Export NZ –BOP, Grow Rotorua, BOP Institute of Directors, Ngati Ranginui Iwi, Regional Business Partners, Sustainable Business Network, Tauranga Maori Business Association, Te Whare Wananga o Awanuiarangi, Toi-EDA, Tourism BOP, Venture Centre and Toi Ohomai Institute of Technology. This group is facilitated by NZT&E.

Communication & Administration

Communication

The www.cobop.govt.nz website continues to work as a central reference point for COBOP members.

The website houses information from around the BOP and important information from our Central Government agencies. COBOP has always been proficient at sharing information and strives to reduce email traffic, highlight member agencies direction and stories of working together. Member agencies are encouraged to share information and connect to other agencies through the website.

The e-news has had a positive response with a number of non-government organisations asking to subscribe to the news. Members have commented that this is a handy way to find out what is happening in the central and local government space pertaining to the Bay of Plenty, without creating information overload.

Traffic to www.cobop.govt.nz continues to be predominantly from the Bay of Plenty, but also has usage recorded from Auckland and Wellington. Most browsers are looking for key information on current topics such as housing, economic development and contacts. This shows the importance of keeping our website current. In 2017 we upgraded the site again to include more news and announcements on the home page and to enable more mobile friendly usage.

Mayors Triennial & BOP CE's Forum

As part of keeping elected members up to date on COBOP activities, a short summary of COBOP activities is forwarded to the agenda of both the Mayors Triennial and BOPCE's forum meetings. These updates are also available on the COBOP website for member agencies. Raising the profile and understanding of COBOP, as well as the connections to other regional forums is a key goal for 2017.

2016 Review

Early 2016 COBOP undertook an internal review to reflect on its purpose and functionality. The review raised challenges and opportunities for COBOP. Click here to read a [summary of the review results](#).

The Steering Group and Coordinator are currently working through recommendations from the review with member agencies to help shape the direction of COBOP for 2017.

Administration

The Strategic Co-ordinator role is contracted on a part-time basis to help manage COBOP processes and information flows, facilitate strategic opportunities, and to support the work of the Chairperson.

The Strategic Co-ordinator supports the Steering Group, and the Chair in particular, in driving and guiding the network. This includes assistance to plan and run Steering Group and Leadership Forum meetings and events, preparation of the Chair's written material, and providing support to each cluster in process. In 2016 the Co-ordinator also undertook the design and implementation of the internal review, as well as compilation of review results and reports. Recommendations from the review were workshopped with the RLF in September 2016.

Early 2017 this role continues to support the action clusters and connection between action clusters.



Financial Activity



COBOP JULY 2016-JUNE 2017

DESCRIPTION	BUDGET	ACTUAL	VARIATION
INCOME	43,000	30,000	13,000
EXPENSES			
Strategic Coordinator			
<i>Labour</i>		16,202	
<i>Disbursements</i>		979	
Communications			
<i>Website alterations (MOCA)</i>	1,800	1,631	231
<i>Website annual hosting fee (MOCA)</i>	600	660	-60
Admin Support	200	0	200
Events			
<i>MSD RLF September 2016</i>	300	300	0
<i>RLC RLF February 2017</i>	300	0	300
<i>RLC RLF June 2017</i>	300	0	300
<i>Community Safety Action Cluster meeting 4 April</i>	150	48	102
TOTAL EXPENSES		19,820	
NET PROFIT (LOSS)		10,180	

Notes to Financial Statements

Budget

The COBOP budget is set at the beginning of the financial year and does not change significantly. Project expenses are generally not included in the general budget. The activity here supports the core functions of the network i.e. meetings, communications and costs associated with the role of the Strategic Co-ordinator.

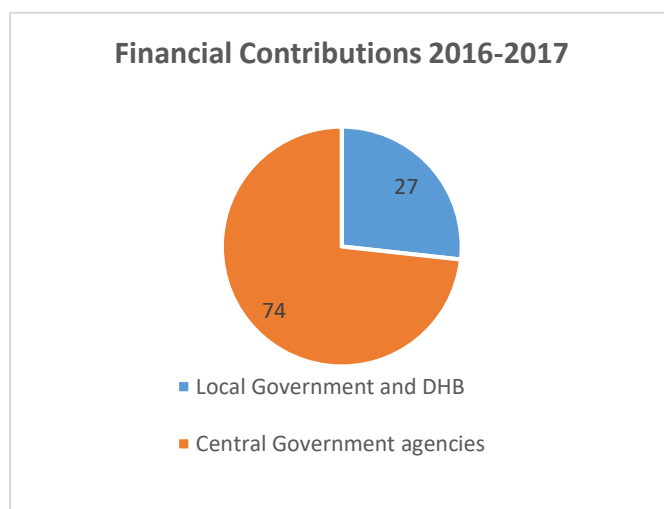
Member Contributions

COBOP is funded by voluntary contributions to the network by member agencies. In 2016-2017 the following agencies provided funding:

- *Kawerau District Council*
- *Lakes District Health Board*
- *Ministry of Social Development*
- *Department of Conservation*
- *Te Puni Kokiri (TPK)*

In kind support is also provided through access to meeting rooms, video-conferencing, scheduling support and catering for meetings. This type of support has been provided by BOPRC, MSD, NZT&E, and Rotorua Lakes Council in this financial year.

The percentage of funding provided through central and local government agencies and district health boards for this financial year is shown in the following table.



Total Income

The total contribution from member agencies for 2016-2017 was \$30,000

Contact Information

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