



Annual Report

Collaboration Bay of Plenty July 2018



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To our members

Strategic highlights

In 2017 COBOP have sought to add value to existing network or collaborations and explore gaps where no formal grouping of agencies was occurring across the region in key areas designated by the Regional Leadership Forum.

During 2017 the areas of community safety, environmental sustainability, workforce development and employment, and healthy housing were explored for collaborative potential. At July 2018 COBOP continues to support the work of the regional Healthy Housing Forum, led by Toi Te Ora Public Health and the regional Labour Market Strategy, led by Bay of Plenty Tertiary Intentions Partnership. These two forums include members of COBOP and are working strategically across the region. In 2017 the environmental sustainability cluster began and has since focussed on regional climate change collaboration. More on these areas further on in this report.

With the new Labour-led coalition government, subsequent reviews and changes for our central government agencies are taking place. The introduction of a regional Provincial Growth Fund is also both a challenge and an opportunity: a challenge because it is an open fund that anyone can apply to, potentially resulting in applications that are not connected; an opportunity because COBOP can act as a connection point between local and central agencies, encouraging economic development and social success for our communities.

Financial highlights

This year we have not asked our member agencies for financial contributions to the network due to a roll-over of funding from a historical vacancy. Alongside our minimal costs of running the network, this funding has enabled us to provide practical assistance to our key focus areas **including seed funding for the housing and health forum to develop project ideas** and **training for our local council staff** on engaging and activating communities in complex challenges, particularly in the climate change context.

Member hosting of meetings, forums and events have also enabled us to keep our running costs down and we sincerely thank all those organisations who have committed themselves to this end. We continue to maintain a high-quality website to share information and connect the public sector across the region, employ a part time co-ordinator and run the regional leadership forums three times a year thanks to your contributions. In 2019 we will again be seeking financial contributions from our members to continue this momentum. I hope that you see the benefits of contributing to COBOP as a regional collaboration vehicle.

Looking ahead

COBOP is now more than a connection point for local and central government, but a collaboration vehicle. It's success, our success, lies on our ability to participate fully in regional conversations and to be open to working collaboratively where that response is required. It is a time of change for many of us in the public sector and in a changing landscape the connection between us is what makes, and will continue to make, collaborative efforts possible.



Geoff Williams
Chairperson, July 2018

Summary of activities



Participation

Focus areas for COBOP has enabled better use of staff time as agencies meet around a pre-determined topic and purpose. Having the right people to attend discussions on new action clusters has been key to getting the focus areas off the ground. At times this has been affected by staff changes within member organisations and organisational workloads for agencies continue to be a factor in participation. The Bay of Plenty Regional Council video conferencing facilities has helped 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 this year in October 2017, February 2018 and July 2018. 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. The challenge remains for Chief Executives and the same delegated representatives to attend, for the sake of continuity and momentum.

External interest in the network continues to grow with connections to BayTrust, Inspiring Communities, Ministry for the Environment (WGN) and closer connections with BOPTI (Bay of Plenty Tertiary Intentions Group) and BOC (Bay of Connections).

Priorities

Our priorities going forward include:

- *Support for the regional healthy housing forum into action*
- *Support for the implementation of the regional Labour Market Strategy*
- *Support for the growth of a regional collaboration for climate change*

COBOP also purposes to:

- *Add value to existing networks and initiatives through COBOP connection*
- *Support local interagency work where appropriate*
- *Continue to link with CONNECT and Bay of Connections regionally*
- *Connect with BOPLASS for regional outcomes*

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 November 2017, Miriam Taris (Western BOP District Council) finished her term as COBOP Chair and Geoff Williams (Rotorua Lakes Council) stepped into this role. Janet Hanvey (Toi Te Ora Public Health) also joined the Steering Group as a public health representative for our two District Health Boards (Lakes and BOPDHB). Namouta Poutasi (BOPRC) has replaced James Graham on the Steering Group and Regional Leadership Forum from July 2018.

Regional Leadership Forum (RLF)

Chief Executives and regional managers of local and central government met three times this year, hosted at Rotorua Lakes Council as a central location. This forum provides the only coordinated, regional opportunity and connection point for local and central government Senior Executives in the BOP to discuss areas for collaboration and to build strategic relationships.

October 2017, Rotorua

The October 2017 meeting was well timed with the announcement of the Labour-led coalition government the day before. This meeting was an opportunity to: build understanding and connection of local and central government priorities/changes post-election and LTCCP processes; agree support/direction for clusters continuing into 2018, and feedback on COBOP's progress since the review including implementation of new action clusters

The environmental sustainability cluster used this time to workshop and gain feedback on:

- What are we doing ourselves as organisations?
- What are we doing with our communities?
- What could we do together?

The resulting feedback confirming that a regional group in this area is necessary, particularly with most of the Councils in the region signatories to the Local Government Leaders Declaration on Climate Change.

February 2018, Rotorua

Following on from new Government announcement, this forum focussed on discussing policy and/or direction under new government particularly with the "First 100 Days outcomes"

Presentations from Mike Bryant (MSD) on the Families Package, Johnny Tramoundanous-Can (TEC) on changes for tertiary education sector, Janet Hanvey, (TTO) on changes in the health sector and Stephen Lamb (BOPRC) on climate change responses nationally, regionally and locally. Darren Toy (HNZ) sent his apologies and housing was not discussed in depth in his absence.

Discussion focussed on:

- Where do the opportunities lie?

- What roles are here for COBOP agencies?
- Where can we be collective?

Insights and observations on the new government were shared and key opportunities such as the Provincial Growth Fund identified.

July 2018, Rotorua

This meeting purposed to share knowledge and understand the connections between the Provincial Growth Fund (PGF), Bay of Connections sector strategies (regional), and local (sub-regional) proposals. Participants also explored the connection between economic outcomes and social, environmental and cultural outcomes associated with the PGF and to build the relationship with and understanding of Bay of Connections.

Stuart Taylor, (Team leader regions and Cities, MBIE) provided an overview of the PGF, its purpose, goals and mechanisms for decision making. Cheryl Lewis (BOC) provided an overview on Bay of Connections and 'pipeline projects' through the Regional Growth Strategy. Cheryl also gained feedback from COBOP for the BOC review. Russell George (KDC) and Jean-Paul Gaston (RLC) gave an overview of district project applications to the PGF including: Kawerau-Putuaki Industrial Development and the Big Moves project for Rotorua.

Discussion purposed to:

- Identify connection points (central/local), and other regional work that may connect to or with these projects
- Identify potential for wider (than just economic) outcomes: social, cultural and environmental.

Summaries of all leadership forums in this timeframe can be [found here](#) on the website.

Leadership Forum Attendance

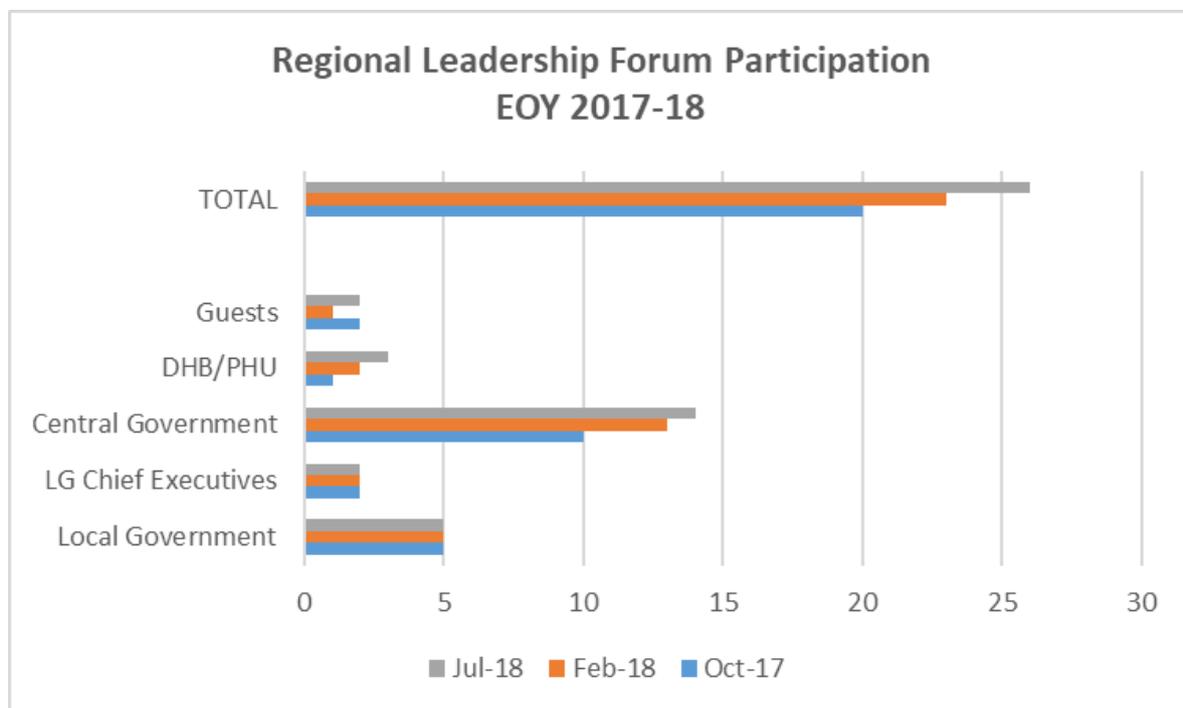
The graph below shows agency participation rates in COBOP Regional Leadership Forum held in this financial year (July 2017-July 2017).

The leadership forum averages around 20 attendees per forum with the largest (26 attendees) in July 2018.

Attendance figures show central government agencies as a larger attendance rate at leadership forums. This reflects the make-up of the network: 7 Councils, 18 central government, 3 health (2 DHB's and 1 regional Public Health Unit).

Data also shows that local government attendance is consistently 5 of the 7 Councils across the region (Tauranga, Western BOP, Rotorua Lakes, Whakatane, Kawerau, Opotiki, Taupo and the BOP regional council) and averages participation from around only two Chief Executives, with most Council representation attendance being delegated to Senior Managers.

Delegated members are also reflected in the central government attendance figures and it remains a challenge for COBOP to have consistency of representation at the most senior level at the Regional Leadership Forum.



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 in ‘action clusters’ is shown below. This includes existing regional coordination points such as CONNECT regional business development network (led by NZT&E), the Regional Labour Market Strategy (led by BOP Tertiary Intentions group) and the Regional Healthy Housing Forum (led by Toi Te Ora Public Health). It also includes new cluster areas explored by COBOP such as regional climate change and community safety.

Regional Healthy Housing Forum



The regional Healthy Housing Forum began in 2016, led by Toi Te Ora Public Health with strong evidence between the state of housing and health issues. Along with poor health such as respiratory illness, infectious diseases and rheumatic fever, there is also evidence that inadequate housing can cause loss of productivity for the workforce.

The remit of this group is not all housing issues (such as affordability, homelessness etc), primarily how to solve the unhealthy housing challenge across the region. In November 2017, the group ran a workshop with community representatives, agencies and landlord representatives as to how to empower communities to resolve the challenge of unhealthy homes. The group prepared a proposal for the COBOP Steering Group to consider seed funding for further scoping of these recommendations to projects.

In May 2018 the COBOP Steering Group approved seed funding to progress recommended actions from the workshop into business cases for project implementation funding.

Pre-winter 2018 Toi Te Ora Public Health launched a region wide healthy homes pre-winter media campaign, purposed to provide information on a range of practical actions that families can take to keep their house warm and dry. The forum supported the campaign through joint promotion of the campaign.

Contributing organisations to this forum include or have included: *Toi Te Ora Public Health, BOP and Lakes District Health Boards, Ministry of Social Development, Te Puni Kokiri, BayTrust, Eastern Bay Energy Trust, Rotorua Lakes Council, Whakatane District Council, Kawerau District Council, Taupo*

District Council, Tauranga City Council, Western BOP District Council, EECA (Energy Efficiency Conservation Authority), BOP Regional Council, Department of Internal Affairs.

Climate Change Collaboration

In 2017 this group began as an ‘environmental sustainability’ cluster of COBOP. As the group progressed it was able to connect regional funders (BayTrust, Dept of Conservation, BOP Regional Council, Dept of Internal Affairs) working with similar environmental groups across the region. In 2017, 6 of 7 Councils in the region also signed the Local Government Leaders Declaration on Climate Change, and in early 2018 this cluster group re-purposed to focus on climate change.



At July 2018, the group has agreed on a terms of reference, purpose and goals and is working on an action plan. It is early days yet for this group as a national emphasis on climate change, the Zero Carbon Bill etc occurs and as Local Government NZ advocate work with central government on behalf of the regions and districts.

Contributing organisations or networks to this forum include or have included: *Te Puni Kokiri, MPI, NZTA, Housing NZ, Toi Te Ora Public Health, Rotorua Lakes Council, Whakatane District Council, Tauranga City Council, Western BOP District Council, BOP Regional Council, Department of Internal Affairs, BayTrust, Sustainable Business Network BOP, and EnviroHub BOP. A connection has also been made with Ministry for the Environment (MfE) Wellington, BOPLASS and Bay of Connections.*

Regional Labour Market Strategy



COBOP continues to support the work of the BOP Tertiary Intentions group focussing on workforce development and employment connections.

Throughout 2017 COBOP was involved in commenting on the draft regional Labour Market Strategy. Since then the strategy has been signed off by BOP Tertiary Intentions Group. A working group including COBOP has met in April and June to discuss next steps required to implement the strategy. The Strategy has received positive feedback from Wellington and has actions at sub-regional and regional level.

CONNECT



CONNECT is a network of organisations focussed on business growth and development. Members of COBOP (local and central government agencies) are invited to CONNECT throughout the year.

CONNECT's last meeting for 2017 was December in Rotorua identifying key connection points to discuss in 2018. In March 2018 CONNECT hosted presentations from Alastair Rhodes (BayTrust) on supporting great communities and Leon Fourie (Toi Ohomai) on the changing tertiary sector, and the status of Tertiary Partnership (BOPTI).

Key areas identified for further discussion in 2018 include: tourism; transport; climate change and sustainable business; housing and health (workforce and employee focus).

Contributing networks and organisations to this forum include or have included: *NZTA, DIA, TOI EDA, EXPORTNZ, IOD, MBIE, MSD, WNT Ventures, Rotorua, Tauranga and Eastern BOP Chambers of Commerce, BOP Regional Council, Taupo District Council, the Maori Business Network, Te Whare*

Wananga o Awanuiarangi, Grow Rotorua, Western BOP District Council, Whakatane District Council, Tauranga City Council, Te Puni Kokiri, Sustainable Business Network, Kawerau District Council, Priority One, Kawerau Enterprise Agency, NZ Trade & Enterprise, ACC, Venture Centre, SmartGrowth, Ministry for Primary Industries, Tourism Bay of Plenty, Rotorua Economic Development Board, Tauranga Maori Business Assn, Toi Ohomai Institute of Technology, Akina Foundation, and Ngati Ranginui Iwi.

Community Safety



In 2017 participation for this cluster diminished and in early 2018 COBOP decided to put this cluster 'on hold' until a firm direction and Chair were established. The group however continued to use the group to share information and connections. An example of this is Safer Communities TGA/WBOP approached by Water Safety NZ with a regional project utilising this cluster (across councils and CG agencies) to connect into this project regionally.

Agencies involved included: *Kawerau District Council, Whakatane District Council, Tauranga City Council, Rotorua Lakes Council, Taupo District Council, BOP and Lakes DHB's, Toi Te Ora Public Health, NZ Police, Fire & Emergency NZ, Corrections, Emergency Management BOP, Oranga Tamariki (formerly Ministry for Vulnerable Children or CYF), Tauranga Western BOP Safer Communities (TWBSC), Dept of Internal Affairs and Ministry of Social Development. Connections were also made with BayTrust as a regional funder of community safety initiatives across the region and Safer Communities Foundation NZ (Regional Coordinator).*

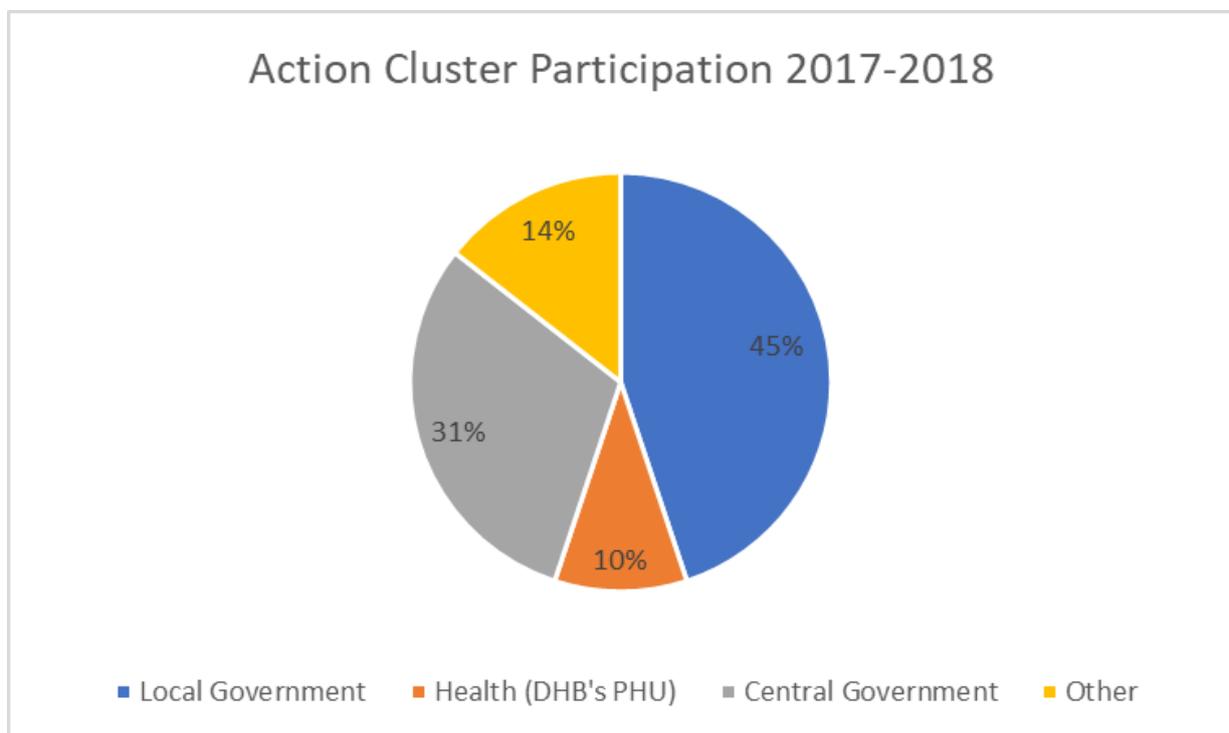
Action Cluster Participation

The graph below shows agency participation in actions clusters throughout the 2017-2018 year. This is for meetings associated with the focus areas mentioned above. Local government participation in cluster meetings this year has been high, possibly due to the environmental cluster focussing on climate change and the continued work of the Healthy Housing Forum involving all Councils.

Time remains a challenge for collaborative work, as often key people across the region have full work-loads. This year COBOP has made use of the

BOP Regional Council Video conferencing capability to cut down on travel and maximise staff time.

Key staff, in both local and central government agencies and health, often have full portfolios (own agency work) and collaborative efforts are often seen as 'extra work'. COBOP aims to utilise staff time as effectively as possible, however a commitment from agencies to free staff up for collaborative work is necessary if action clusters are to be most effective.



Communication & Administration

Communication

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

The website houses information/links from around the region and important information/links from our central government agencies. COBOP has always been proficient at sharing information and strives to reduce email traffic, highlight member agency direction and stories of working together.

Member agencies are encouraged to share information, public consultation opportunities and connect to other agencies through the website. **Key links to** LGNZ, BOP Tertiary Intentions Strategy, BOPLASS, Bay of Connections and other agencies are also promoted to aid understanding across the region. **Links to sub-regional initiatives** such as Priority One and SmartGrowth, Kawerau Enterprise Agency etc. are also linked to our site.

Cluster group pages have been updated to reflect the new direction of COBOP in working together on identified opportunities.

The e-news is sent out each month to **175 subscribers across the region** with the potential to reach more people working in the public sector and beyond.

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.

Recent (July 2018) connections with BOPLASS could also potentially benefit COBOP with future usage of the **Local Government Collaboration Portal** for project identification, sharing and connections.

Mayors Triennial & BOP Chief Executive Forums

As part of keeping elected members up to date on COBOP activities, a **short summary of COBOP activities** continues to be forwarded to the agenda of both the Mayors Triennial and BOP Chief Executive's meetings.

These **updates are also available on the COBOP website** for member agencies to use within their Departments and Ministries. **Raising the profile and understanding of COBOP**, as well as the connections to other regional forums continues to be key communication goal moving forward.

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. Moving forward this role continues to support the action clusters and connection/identification of links between action clusters and other regional work.



Financial Activity



COBOP JULY 1 2017-JUNE 30 2018

DESCRIPTION	BUDGET	ACTUAL	VARIATION
INCOME		164,918*	
EXPENSES			
Strategic Coordinator			
<i>Labour and disbursements</i>	46,800	28,419	18,381
Communications			
<i>Website development and annual hosting fee</i>	1300	810	490
Admin Support			
Events			
<i>RLC October 2017</i>	300	0 (in kind)	300
<i>RLC RLF February 2018</i>	300	0 (in kind)	300
<i>RLC RLF July 2018</i>	300	0 (in kind)	300
<i>Meeting costs (other)</i>		116	
Enabling**			
<i>Research or project seeding</i>	10,000	(July 2018)	
<i>External facilitation if required</i>	5,000	(2018/19)	
<i>Collaboration training subsidy for members</i>	2,500	(Aug 2018)	
TOTAL EXPENSES		(29,345)	19,471
CASH BALANCE		135,573	

Notes to Financial Statements

Budget

The COBOP budget is set at the beginning of the financial year and does not change significantly. Activity here **supports the core functions of the network** i.e. meetings, communications and costs associated with the role of the Strategic Co-ordinator.

In 2017/18 the COBOP Steering Group **has not asked for financial contributions** from the network due to historical roll over funding*.

The Steering Group has purposed to **use these funds to seed fund initiatives or support the development of action clusters** (see Regional Healthy Housing Forum) and to **subsidise valuable training opportunities** for the network.

Due to timing of invoices (post 30 June 2018) associated with this direction, these costs will be reflected in next years' accounts. The table shows estimated timing for these funds** to be utilised.

The roll over funding has enabled COBOP to look beyond just 'the basics' of network running costs to enabling actions to happen. The ability to do this has been supported and well received by members in the network as well as those outside of the network (co-contributors) working on similar focus areas.

Member contributions

As mentioned, this year **no financial contributions have been requested or received** by members. However in-kind support for meetings has allowed COBOP to maximise its budget.

Rotorua Lakes Council have contributed meeting venue and catering for 2017/2018 Regional Leadership Forums and Steering Group meetings in 2018.

BOP Regional Council have also contributed meeting locations and video-conferencing facilities in Whakatane, Rotorua and Tauranga, helping to minimise travel and maximise staff time.

Moving ahead, COBOP will not be requesting members contributions until the end of 2019. The Steering Group have purposed to use the existing cash balance to cover two years (2017-18, 2018-19) budget for COBOP.

Contact Information



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