

From: Chamberlain, Lucy <Lucy.Chamberlain@fireandemergency.nz>
Sent: Thursday, 14 January 2021 3:14 pm
To: McKeen, Kylan <Kylan.McKeen@fireandemergency.nz>; Watson, Christine <Christine.Watson@fireandemergency.nz>
Subject: FYI- potential options and timelines for establishing remaining LACs

FYI- options I've sent to Raewyn for discussion

Ngā mihi

Lucy Chamberlain
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PROPOSED OPTIONS AND TIMELINES FOR ESTABLISHMENT OF REMAINING NINE LACs

- Additional project resource will be required to establish the remaining LACs
- Additional LAC team FTEs will need to be recruited to support the additional nine LACs
- The final evaluation report is due at the end of July. If we allow 2-3 months for consideration and implementation of any recommendation to the operating model, we can assume that adjustments to the operating model would be completed by November 2021 at the earliest.
- Assuming we utilise a similar establishment process for the remaining LACs, the end-to-end process to appoint and induct an LAC takes approximately 10 months.

OPTION 1 - *Begin appointments process once the evaluation has been completed and recommendations implemented*

ADVANTAGES

- Allows for the implementation of any recommendations to be imbedded and systems and process updated prior to commencing the establishment process for the remaining LACs.

DISADVANTAGES

- Will delay beginning the establishment of the remaining LACs until November 2021, with committee members appointed and inducted by June 2022.

OPTION 2 - *Begin establishment process to run concurrently with implementation of evaluation recommendations*

ADVANTAGES

- Allows for implementation of any recommendations to be imbedded and systems and process updated concurrently with the establishment of the remaining LACs.

DISADVANTAGES

- Establishing nine LACs concurrently may impact on the availability of the required internal and Board resources to support the process and require a larger LAC establishment project team or result in delays to the establishment process due to capacity issues.

OPTION 3 - *Stagger the establishment of LACs into two tranches*

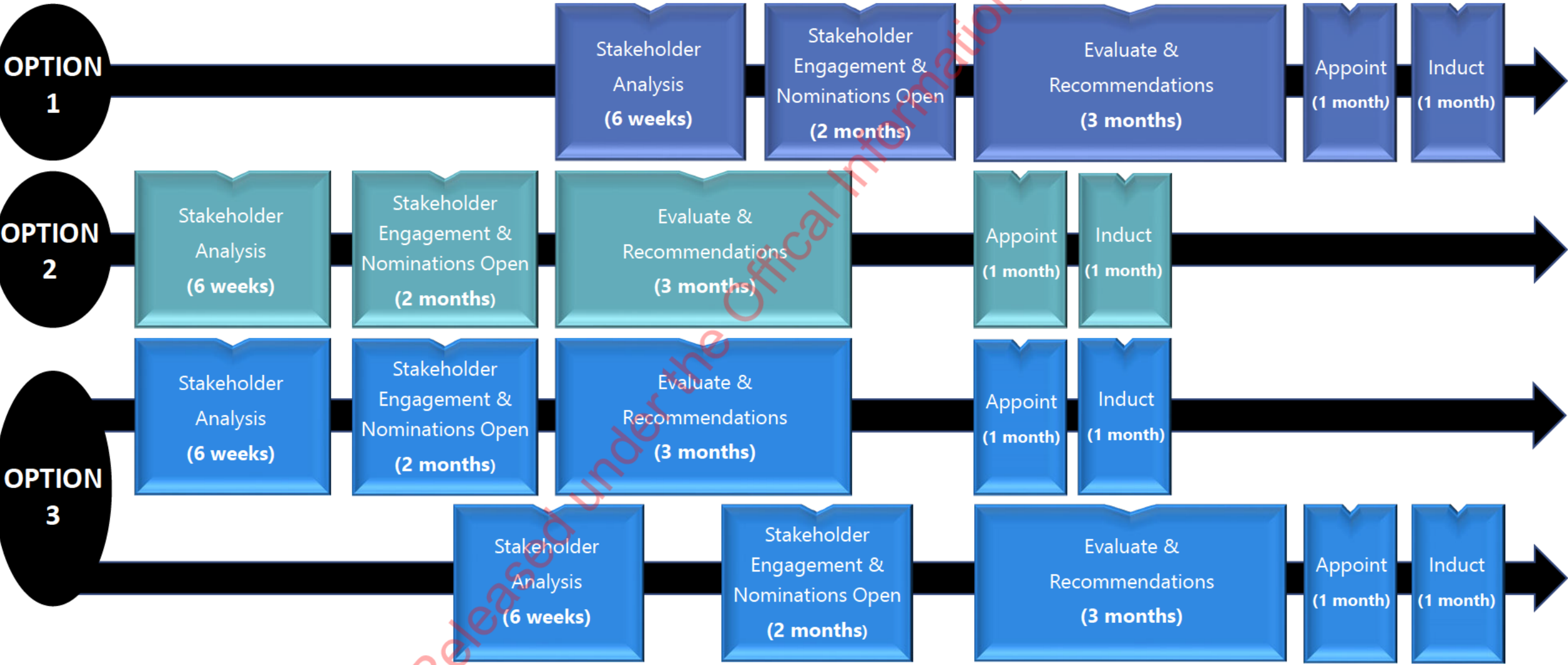
ADVANTAGES

- Allows us to manage potential impacts on internal resource capability to support the establishment process.
- Allows us to stagger the recruitment of additional LAC team FTEs to support the establishment of the remaining nine LACs.

DISADVANTAGES

- Requires the LAC Establishment project team to be contracted for a longer period.

TIMELINE OPTIONS



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From: Chamberlain, Lucy
Sent: Friday, 29 January 2021 11:44 am
To: Watson, Christine <Christine.Watson@fireandemergency.nz>
Subject: re establishment of next LACs

Outline of work that needs to be done

Leg- what is required and by when

Set up boundaries

Board comfort with process (outcome)

Will need to term up in 23, assuming attrition and CI 4 will need to run an appointment process

Needs to be publicly notified-process -no opportunity to co-opt

What we would need to do- timelines/resourcing/costs

Options advantages/disadvantage/risks

Out of Scope



Ngā mihi

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National Manager, Local Advisory Committees

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Out of Scope



No decision

have been made by the Board on the establishment of the next LACs.

Out of Scope



Out of Scope



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From: Watson, Christine
Sent: Tuesday, 2 February 2021 6:34 pm
To: Chamberlain, Lucy <Lucy.Chamberlain@fireandemergency.nz>
Subject: Timeline Options for establishment of remaining LACs

Hi Lucy,

I've tidied this up and added the extra option.

I put it in as Option 3, so that the completion date of establishment of all sixteen is progressively further out.

Please check whether there's anything else you'd like the Summary to say.

I'll do a proper proof read tomorrow morning.

Thanks!

Christine

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From: Chamberlain, Lucy <Lucy.Chamberlain@fireandemergency.nz>
Sent: Wednesday, 3 February 2021 12:39 pm
To: Powick, Sharon <Sharon.Powick@fireandemergency.nz>
Cc: McKeen, Kylan <Kylan.McKeen@fireandemergency.nz>; Watson, Christine <Christine.Watson@fireandemergency.nz>
Subject: Timeline Options for establishment of remaining LACs .docx

Kia ora Sharon

Please use this version for the paper- **Out of Scope**

[Redacted]

[Redacted]

Ngā mihi

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Local Planning and LAC Governance Group

To:	Local Planning and LAC Governance Group
From:	Lucy Chamberlain - National Manager, Local Advisory Committees
Date:	9 February 2021
Subject:	Timeline for establishment of remaining Local Advisory Committees

Purpose

At its meeting in December the Fire and Emergency Board asked that general timeframes for the establishment of the remaining nine Local Advisory Committees (LACs) be included in the next Chief Executive's Report. This paper seeks your advice on timeline options for establishing the remaining LACs.

Background

In June 2020 the first seven of sixteen LACs nationwide were established, with 49 members appointed to seven committees (Northland, Tairāwhiti, Hawke's Bay, Marlborough, West Coast, Chatham Island and Otago). No decisions have yet been made on the timing of implementation of the remaining nine LACs.

YEAR ONE EVALUATION

A Year One evaluation is planned for the last quarter of 2020/21, with a final report due at the end of July 2021. Current messaging is that this will inform the establishment of the remaining LACs.

Completion of the Year One evaluation is an SPE measure for 2020-21. The evaluation will consider the set-up, tools and frameworks of the LACs and the supporting role of the National LAC team, to ensure the function is contributing effectively to its legislative obligations and organisational priorities. Given that the LACs will have been established for less than a year, the evaluation will only be able to consider whether LAC settings and support are right and will not be able to measure their efficacy, or how their advice is influencing Fire and Emergency's planning and service delivery.

The desired outcome of the evaluation is that the LACs are robust and well-supported, with an effective operating model - a key pillar of Fire and Emergency's structural settings.

LEGISLATIVE REQUIREMENTS

Section 15 of the Fire and Emergency New Zealand Act (2017) specifies that the board must ensure that there is a Local Advisory Committee for every local area within limits of New Zealand.

There is no defined date or period within which the remaining LACs need to be established. However, there is an implicit legislative expectation that they will be established as soon as reasonably practicable.

The risks arising from there not being a LAC in every local area are primarily reputational/political. Those risks will continue to increase over time, until the remaining LACs are established. While the non-establishment of LACs in every local area can be characterised as a breach of statutory duty, there is negligible legal risk associated with that.

The most likely ways reputational/political risks will materialise are:

- adverse media commentary (particularly the perspective that the non-establishment of the remaining LACs reflects a degree of organisational disregard or disdain for LACs and their advice);
- Ministerial, Parliamentary, or Select Committee questions that probe or challenge the non-establishment of the remaining LACs.

While they will continue to grow over time, the reputational/political risks can arguably be mitigated by the adoption of a clear plan for the establishment of the remaining LACs (even if it involves further significant delay) and subsequent adherence to that plan, particularly if it is endorsed by relevant stakeholders.

Appointment Processes

ESTABLISHMENT OF THE REMAINING NINE LACS

Assuming we implement a similar process to establish the remaining LACs, the end-to-end process to appoint and induct the committees will take approximately eight months.

The process includes:

- stakeholder analysis in the LAC district (six weeks)
- stakeholder engagement to promote the opportunity to potential members and nomination period (two months)
- evaluation, including member and Chair interviews and recommendations to the Board (three months)
- appointment (one month)
- induction (one month).

Out of Scope

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Out of Scope

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Options

<p>OPTION 1/A Begin appointment process to establish the remaining LACs after Year One Evaluation recommendations have been implemented (Oct 2021) - Appointing all nine concurrently ➤ Remaining nine LACs established by June 2022</p>	
<p>ADVANTAGES</p> <ul style="list-style-type: none"> All sixteen committees established five years after the Fire and Emergency Act came into effect – making Fire and Emergency compliant with legislation. 	<p>DISADVANTAGES/RISKS</p> <ul style="list-style-type: none"> Establishing the nine LACs concurrently may impact on the availability of the required internal and Board resources to support the process, especially considering the complexity of metropolitan areas such as Auckland. A larger project team would be required, to avoid delays due to capacity issues. Potential clash with appointment processes for Tairāwhiti and Chatham Islands LACs if required.

<p>OPTION 1/B</p> <p>Begin appointment process to establish the remaining LACs after Year One Evaluation recommendations have been implemented (Oct 2021)</p> <p>- Staggering the appointment process into two tranches - First five LACs appointed and inducted by June 2022, run the remaining four LACs appointment process between July 22-February 23, with members appointed by February 2023</p> <p>➤ Remaining LACs established by February 2023</p>	
<p>ADVANTAGES</p> <ul style="list-style-type: none"> • Allows for necessary extra work to be done before establishment of the more complex metropolitan areas. • Allows for the management of potential impacts on internal resource capability to support the establishment process. • Allows us to stagger the recruitment of additional LAC team FTEs to support the establishment of the remaining nine LACs. • LACs set up within five and a half years of the legislation coming into effect. 	<p>DISADVANTAGES/RISKS</p> <ul style="list-style-type: none"> • Requires the LAC establishment project team to be contracted for a longer period. • Potential clash with appointment processes for Tairāwhiti and Chatham Islands LACs if required.
<p>OPTION 2</p> <p>Concurrently reappoint the seven established LACs and establish the remaining nine – in 2022/23</p> <p>➤ Remaining nine LACs established by June 2023</p>	
<p>ADVANTAGES</p> <ul style="list-style-type: none"> • Remaining LACs are set up earlier than Options 4 or 5 – by June 2023 	<p>DISADVANTAGES/RISKS</p> <ul style="list-style-type: none"> • Very large project team required to deliver two processes, for sixteen committees concurrently. • Challenges internal capacity - LAC team and Board resources - to manage existing seven LACs' BAU, while supporting reappointment and appointment process for these as well as the establishment of nine new LACs.
<p>OPTION 3</p> <p>Begin appointment process to establish the remaining LACs after Year One Evaluation recommendations have been implemented (Oct 2021)</p> <p>- Staggering the appointment process for the remaining LACs into two tranches, separated by running a reappointments process for the established LACs</p> <p>- First five LACs appointed and inducted by June 2022 – the seven established LACs reappointment process (Nov-June 2023) – then the remaining four LACs appointed by March 2024</p> <p>➤ Remaining LACs established by March 2024</p>	
<p>ADVANTAGES</p> <ul style="list-style-type: none"> • Substantial progress towards establishment of all committees achieved by mid-2022 – clear that Fire and Emergency is delivering to a plan. • Allows time for Fire and Emergency to prepare for set-up of the more complex metropolitan committees. • Resourcing is manageable, with three appointment and reappointment processes spread across three years. • LAC Team is able to grow by increments. 	<p>DISADVANTAGES/RISK</p> <ul style="list-style-type: none"> • All sixteen committees established seven years after the Fire and Emergency Act came into effect. • Potential clash with appointment processes for Tairāwhiti and Chatham Islands LACs if required.

OPTION 4 Reappoint the seven established LACs during 2022/23 – then begin the process to appoint the remaining LACs in July 2023 ➤ Remaining nine LACs established by April 2024	
ADVANTAGES	DISADVANTAGES/RISKS
<ul style="list-style-type: none"> • A (potentially fixed term) project team could work on the reappointment process for eight months and then move on to appoint the nine new committees, over the next ten, reducing costs. 	<ul style="list-style-type: none"> • All sixteen committees established almost seven years after the Fire and Emergency Act came into effect. • Considerable reputational and political risk in terms of statutory compliance.
OPTION 5 Reappoint the seven established LACs during 2022/23 and undertake a second evaluation in May-August 2023 (on the value of LAC advice and outcomes achieved once the LACs have been operating for a three-year period) ➤ Remaining nine LACs established by June 2024	
ADVANTAGES	DISADVANTAGES/R SKS
<ul style="list-style-type: none"> • Reappointment of the seven established LACs could be completed 	<ul style="list-style-type: none"> • All sixteen committees established seven years after the Fire and Emergency Act came into effect. • Considerable reputational and political risk, in terms of statutory compliance. • Only seven LAC districts and district teams would have LACs over a period of four years.

Analysis of Options

OPTION 1A

This option would require Fire and Emergency and the National LAC Team to work quickly and efficiently to implement recommendations from the Year One evaluation and to recruit a project team to appoint the nine new committees.

A large project team would be required to set up all nine concurrently, but this option would equate to appointing the LACs 'as soon as reasonably practicable', with the committees set up to begin operation in July 2022.

OPTION 1B

This approach would allow time for work required on some of the more complex LAC districts to be completed, before these LACs are established.

A project team would work over a longer period on the appointments but have time to consider the complexities of appointments for districts such as Auckland.

OPTION 2

Concurrent reappointment of the existing LACs and establishing the new ones during the 2022/23 year would be extremely challenging in terms of LAC Team, regional and district teams and Board resources to support both processes.

OPTION 3

Option 3 would spread three appointment processes across three years, clearly demonstrating Fire and Emergency's progress towards completion of LAC establishment, with the first five remaining committees set up by June 2022.

It would allow time for Fire and Emergency, including regional teams, to prepare for the establishment of the more complex metropolitan committees.

Resourcing would be easier to manage than for most of the other options, with the LAC Team growing incrementally and an appointments project team able to work on one after the other.

OPTION 4

Reappointing the seven existing committees and subsequently establishing the nine remaining committees would allow one project team to undertake both appointment processes.

There is considerable reputational and political risk associated with waiting almost eight years to appoint the full sixteen committees.

OPTION 5

Option 5 would allow Fire and Emergency to ascertain the value of LAC advice and how well it is contributing to the shaping of its support to local communities, before establishing the new committees. However, whether or not to establish them is, under legislation, not an option Fire and Emergency has. It would also leave the organisation with only seven LACs for a period of four years, meaning that the Local Planning function required by the Act could not be implemented nationwide.

Some districts and District Managers would have an LAC and others would not, creating an imbalance in terms of workload and opportunity.

There is considerable reputational and political risk associated with waiting eight years to appoint all sixteen committees.

Resourcing Requirements

Additional project resource will be required to establish the remaining LACs.

A project manager and project team, including a recruitment specialist and an independent panel chair will need to be recruited to run the appointment process, but other internal Fire and Emergency and Board capacity will also be required to support the process.

Costs

There are two main components to the costs associated with establishing the remaining nine Local Advisory Committees:

- The contracting of a project team to undertake the approximately ten-month appointment process, including recruitment costs
- Additional permanent staffing to support the new LACs.

The cost of establishing the remaining LACs will depend on the approach we take, however indicative costs for the project team that established the initial seven LACs were around \$2 million per annum.

We estimate that the number of Senior Advisors required to support the full sixteen committees is five - three more than currently in the LAC Team.

Depending on which option the Board decides on, it may be most cost effective to employ fixed term resource for a longer period, rather than contractors. The other option would be to include resource in the National LAC Team, considering that, particularly once there are sixteen committees in operation, appointments capacity will be required on an ongoing basis.

Summary

The real risks arising from the non-establishment of the remaining LACs are reputational and political. The Board may be exposed to criticism, or face scrutiny, in either of those contexts until the remaining LACs are created.

The fact that local areas have now been established for all New Zealand and that a number of LACs have also been created are key timing milestones, i.e. the creation of the first seven LACs suggests that it is practicable for the Board to have established all LACs. While it is legitimate for the Board to hold-off on establishing the remaining LACs so it can learn from the operation of those that have already been created, that stance cannot be defended indefinitely and the risks arising will continue to grow over time, until the remaining LACs are established.



MINUTES

Local Planning and LAC Governance Group

Date: 9 February 2021
Time: 2.00pm – 3.30pm
Venue: Matawai Meeting Room, Level 12, NHQ, Wellington / Virtual Meeting Room
Attendees: Raewyn Bleakley (*Chair*) DCE, Office of the Chief Executive
 Russell Wood DCE, Organisational Strategy & Capability Development
 Kerry Gregory DCE, Service Delivery
 Cathryn Moriarty National Manager, Strategy & Performance
 Lucy Chamberlain National Manager, Local Advisory Committees
 Sharon Powick Coordinator, Local Advisory Committees (Secretariat)
 Scotty Easton Coordinator, Strategy & Performance

NO.	AGENDA ITEM	LEAD
Out of Scope ■	■ [Redacted] ■ [Redacted] ■ [Redacted]	■ [Redacted]
Out of Scope ■	■ [Redacted] ■ [Redacted] ■ [Redacted] ■ [Redacted] ■ [Redacted] ■ [Redacted]	■ [Redacted]
Out of Scope ■	■ [Redacted] ■ [Redacted] ■ [Redacted] ■ [Redacted] ■ [Redacted] ■ [Redacted] ■ [Redacted] ■ [Redacted] ■ [Redacted] ■ [Redacted] ■ [Redacted]	■ [Redacted]

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NO.	AGENDA ITEM	LEAD
	<p>➤ Out of Scope</p> <ul style="list-style-type: none"> ■ [REDACTED] ■ [REDACTED] ■ [REDACTED] 	
4.	<p>Timelines for establishment of remaining LACs</p> <ul style="list-style-type: none"> • Discuss options for establishment of remaining LACs. • Noted will need to reappoint current seven committees by June 2023. • Noted need for further discussion with ELT. <p>ACTION: Further ELT discussion TBC.</p>	Lucy
■	<p>Out of Scope</p> <ul style="list-style-type: none"> ■ [REDACTED] ■ [REDACTED] ■ [REDACTED] 	■
■	<p>Out of Scope</p> <ul style="list-style-type: none"> ■ [REDACTED] ■ [REDACTED] 	■
■	<p>Out of Scope</p> <ul style="list-style-type: none"> ■ [REDACTED] ■ [REDACTED] ■ [REDACTED] ■ [REDACTED] ■ [REDACTED] ■ [REDACTED] ■ [REDACTED] 	■ ■
■	<p>Out of Scope</p> <ul style="list-style-type: none"> ■ [REDACTED] ■ [REDACTED] ■ [REDACTED] ■ [REDACTED] 	■

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Action Register

REF #	ACTION	RESP.	DATE RAISED	STATUS	DUE DATE
Out of Scope	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
090221 - 5	Further ELT discussion TBC.	RB	9/2/2021	Open	12/2/2021
Out of Scope	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]

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From: Bleakley, Raewyn <Raewyn.Bleakley@fireandemergency.nz>
Sent: Thursday, 18 February 2021 1:55 pm
To: Chamberlain, Lucy <Lucy.Chamberlain@fireandemergency.nz>; Venter, Nick <Nick.Venter@fireandemergency.nz>
Cc: Cotterill, Lucy <Lucy.Cotterill@fireandemergency.nz>; McKeen, Kylan <Kylan.McKeen@fireandemergency.nz>; Watson, Christine <Christine.Watson@fireandemergency.nz>
Subject: RE: re upcoming Board papers from the LAC team

Out of Scope

Ngā mihi

Raewyn Bleakley

Deputy Chief Executive, Office of the Chief Executive (OCE)

National Headquarters, 80 The Terrace, Level 12
PO Box 2133, Wellington 6140



P: [REDACTED] 9(2)a
raewyn.bleakley@fireandemergency.nz
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From: Chamberlain, Lucy
Sent: Thursday, 28 January 2021 4:52 PM
To: Bleakley, Raewyn <Raewyn.Bleakley@fireandemergency.nz>; Venter, Nick <Nick.Venter@fireandemergency.nz>
Cc: Cotterill, Lucy <Lucy.Cotterill@fireandemergency.nz>; McKeen, Kylan <Kylan.McKeen@fireandemergency.nz>; Watson, Christine <Christine.Watson@fireandemergency.nz>
Subject: re upcoming Board papers from the LAC team

Kia ora Raewyn and Nick

Out of Scope

Upcoming Board papers from the LAC team

Out of Scope

- [REDACTED]
- timeframes for establishment of the next LACs in the CE's update as requested by the board at December meeting
- **Out of Scope** [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

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Chief Executive's Report to the Board

October 2021



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Out of Scope

Local Advisory Committees (LACs)

Quarter 2 LAC meetings are currently in progress. Some District Managers are taking the opportunity to introduce new team members, such as Community Risk Managers, and to talk with the LAC about their vision for the Committee's work with their teams. We are holding some of the LAC meetings virtually, due to current COVID-19 restrictions.

We are working with PwC and internal stakeholders to develop business tools and processes to implement the LAC Advisory Framework the Board endorsed in June. In October and November, we are consulting with the Service Delivery Leadership Team, Region teams and District Managers on templates to provide the LACs with district level guidance and feedback on their local insights. We will seek approval of the tools, processes and timeline from the Local Planning and LAC Governance Group (the Governance Group) and ELT in November and update you at the 3 December Board meeting. At quarter 3 meetings we will share the new templates with LACs.

The LAC Year One Evaluation found that LACs are well designed and working as intended, but that their role could be refined and better communicated through the organisation. Mechanisms (such as those to be introduced as part of the LAC Advisory Framework) are required to integrate LAC advice into Fire and Emergency planning and strategy and to provide LACs with feedback on the use of their advice. The LAC Team is developing a response to the findings and a draft implementation plan will be provided to the Governance Group for consideration in early November. We will implement our response to the findings in quarters 3 and 4 of this financial year, in a way that aligns with the implementation of the LAC Advisory Framework. However, from a wider emergency sector or community engagement perspective, there is the issue of the overlap of LAC activity with similar functions of other agencies. The issue of being the 'third government car on the driveway', particularly for thinly-stretched iwi organisations, needs to be examined before the next batch of LACs is commissioned.

From: Chamberlain, Lucy
Sent: Monday, 15 November 2021 3:07 PM
To: Easton, Scotty <Scotty.Easton@fireandemergency.nz>
Cc: Vellasamy, Christina <Christina.Vellasamy@fireandemergency.nz>; Moriarty, Cathryn <Cathryn.Moriarty@fireandemergency.nz>
Subject: LAC Evaluation Report and Response DRAFT.docx

Kia ora Scotty

Sorry for the delay

Attached is paper and report which is an appendix.

Let me know if you have any questions.

Ngā mihi

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Local Planning & LAC Governance Group

To:	Local Planning & LAC Governance Group
From:	Lucy Chamberlain - National Manager, Local Advisory Committees
Date:	18 November 2021
Subject:	LAC Year One Evaluation Report

Purpose

This paper provides the Local Planning and Local Advisory Committee (LAC) Governance Group (Governance Group) with the final report of the Year One LAC Evaluation. It notes the main findings and proposes an implementation plan to respond to the evaluation findings for your endorsement.

Background

Litmus Research and Evaluation (Litmus), were contracted to undertake a Year 1 evaluation of the LACs. The first draft of the Year One LAC Evaluation report was reviewed by the Governance Group in July.

The final report was provided by Litmus on 25 August and is attached (Appendix 1). The report covers LAC background and context, stakeholder perspectives on the role and purpose of LACs, what is working well and not so well and barriers to success.

The evaluation responded to three key questions:

1. How well designed are LACs to meet their legislative function?
2. How are LACs operating in the first year of implementation?
3. What are the learnings that can support the establishment of remaining LACs?

In developing a response to the evaluation we also considered feedback from district personnel, LAC members and observation of the LACs first year in operation.

LAC Year One Evaluation findings

Overall the evaluation found that the LACs are well designed to meet their legislative function, are working as intended in their establishment phase and were well supported at a national and district level.

The main findings from the evaluation are:

- **LACs are well designed to meet their legislative function, but the design can improve:** LACs are working as intended and that refining the purpose and role of LACs and communicating this clearly to Fire and Emergency personnel will improve LAC's ability to meet their legislative

function effectively. Changes to improve the feedback process between Fire and Emergency, LACs, and communities will also improve LAC's efficiency and effectiveness.

- **In year one, LACs are moving into an established operational phase, and on the whole, working as intended:** LAC members are considered credible, with diverse community networks and beginning to engage meaningfully with their communities. Constructive relationships between LACs and local Fire and Emergency personnel have been established. LACs, local Fire and Emergency personnel and the National LAC Team have achieved these outcomes despite challenges, including organisational changes and key roles not being in place.
- **Key learnings can support the establishment of the remaining LACs:** The evaluation identified several conditions for LACs to operate effectively which are specified in the proposed Outcomes Framework within the report. Critically, Fire and Emergency need to have mechanisms in place to act on LAC advice. The report notes that Fire and Emergency should meet these conditions before making any decision to stand up the remaining LACs.

The report also noted that Fire and Emergency needs to assess whether LACs are the best mechanism to achieve the intended outcomes and ensure local voices are represented well at the national level. Litmus have recommended that Fire and Emergency conduct an outcomes evaluation to inform this decision.

What's working well:

- an effective LAC trial that generated useful information
- a robust appointment process that lead to high caliber committees
- perceptions of buy-in and good working relationships within LACs and wider????
- positive relationships between LACs and regional Fire and Emergency personnel
- a highly responsive and professional National LAC Team
- LACs are growing their capacity to self-manage
- some evidence of impact at the community level

What's not working well:

- Delays in transition to Fire and Emergency have affected LAC establishment and operation
- Challenges with strategic and operational remits and feedback loops
- A desire for more independence from the national office
- Difficulties implementing stakeholder engagement processes:
- The capacity of LAC members may be stretched

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Explore options for establishment of the remaining LACs

Consider if there are opportunities to rationalise the number of LACs and maintain effective representation across larger areas. Concerns with the current 16 LAC boundaries (based on CEDM boundaries) have been raised by a number of committees including calls to consider combining LAC boundaries, particularly where there is strong alignment with stakeholder interests. Obvious examples include the top of the South Island and Otago/Southland. Rationalisation in the North Island may be more challenging, but opportunities exist.

Consider opportunities to more effectively utilise the collective expertise across LAC members including input into our national plan (one of the LAC functions under the Act) and to our key strategies. Across LACs there is a breadth of experience and expertise relevant to our strategies and targeting specific LAC members to provide SME advice and input into the review and development of our strategies could be beneficial.

The establishment of the Auckland LAC will require considering innovative approaches. It is proposed that the NLAC team work collaboratively with Te Hiku RLT to develop a model and approach for establishing an Auckland LAC. The region is well placed, with strong engagement and planning capability, to support the development of an effective model that addresses the region’s diverse and complex stakeholder networks and provide value-add input into the three Auckland districts. Learnings from developing an Auckland model may be applicable across other LACs including those with larger urban centres or where there are opportunities to expand boundaries. The Auckland LAC boundary encompasses three districts and requires developing a model that is effective for more than one district, which could inform an approach for a reduced number of LACs with enlarged boundaries.

More work is required on consideration of how LACs’ role and function sits within the wider emergency management sector and whether opportunities for collaboration or model refinement to avoid duplication exist.

The table below outline the proposed areas of focus and response to the evaluation.

Objectives	Activity	Timeline
Out of Scope	<ul style="list-style-type: none"> ■ [Redacted] ■ [Redacted] ■ [Redacted] ■ [Redacted] ■ [Redacted] ■ [Redacted] 	<ul style="list-style-type: none"> ■ [Redacted] ■ [Redacted] ■ [Redacted] ■ [Redacted] ■ [Redacted]
Out of Scope	<ul style="list-style-type: none"> ■ [Redacted] ■ [Redacted] 	<ul style="list-style-type: none"> ■ [Redacted] ■ [Redacted]
Explore options for establishment of remaining LACs	<ul style="list-style-type: none"> • Consider expanding LAC boundaries • Develop a model for establishing the Auckland LAC • Consider opportunities for utilising LAC member expertise across strategic landscape • Explore cross sector options 	<ul style="list-style-type: none"> • Research and identify options Jan-March 2022 • Consult with internal stakeholders April 2022 • Options paper June 2022

Out of Scope

[Redacted]

Next steps

Out of Scope

[Redacted]

Consideration of the establishments of the remaining LAC requires us to first implement the conditions identified in the proposed outcomes framework for LACs to be able to function effectively or to measure their efficacy. Refining LAC role and purpose and considering alternative options should be explored before the remaining LACs establishment. The Governance Group has already considered the timing implications for next steps for the establishment of the remaining LACs and is aware of the associated issues and risks. We will provide the Governance Group with an update on decisions for establishment of the remaining LACs as work on implementing the response to the evaluation progresses.

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From: Chamberlain, Lucy
Sent: Friday, 6 May 2022 8:05 AM
To: Bleakley, Raewyn <Raewyn.Bleakley@fireandemergency.nz>
Cc: Venter, Nick <Nick.Venter@fireandemergency.nz>; Chilton, Nicky <Nicky.Chilton@fireandemergency.nz>;
Futcher, Ian <Ian.Futcher@fireandemergency.nz>; Cotterill, Lucy <Lucy.Cotterill@fireandemergency.nz>
Subject: RE: LAC update for Q3 Board Report for your approval by midday 6 April

Thanks Raewyn

From: Bleakley, Raewyn <Raewyn.Bleakley@fireandemergency.nz>
Sent: Friday, 6 May 2022 7:05 AM
To: Chamberlain, Lucy <Lucy.Chamberlain@fireandemergency.nz>
Cc: Venter, Nick <Nick.Venter@fireandemergency.nz>; Chilton, Nicky <Nicky.Chilton@fireandemergency.nz>;
Futcher, Ian <Ian.Futcher@fireandemergency.nz>; Cotterill, Lucy <Lucy.Cotterill@fireandemergency.nz>
Subject: RE: LAC update for Q3 Board Report for your approval by midday 6 April

Excellent Lucy and Nick.

Whakaaetanga – approved.

From: Chamberlain, Lucy <Lucy.Chamberlain@fireandemergency.nz>
Sent: Thursday, 5 May 2022 5:24 pm
To: Bleakley, Raewyn <Raewyn.Bleakley@fireandemergency.nz>
Cc: Venter, Nick <Nick.Venter@fireandemergency.nz>; Chilton, Nicky <Nicky.Chilton@fireandemergency.nz>;
Futcher, Ian <Ian.Futcher@fireandemergency.nz>; Cotterill, Lucy <Lucy.Cotterill@fireandemergency.nz>
Subject: RE: LAC update for Q3 Board Report for your approval by midday 6 April

Kia ora Raewyn

Please find below the LAC contribution for the Q3 Board report requested by the board for your approval.

Nick has reviewed the contribution.

Let me know if you have any questions or would like any updates.

Subject: RE: LAC update for Q3 Board Report

Draft wording for inclusion in the Minister's report:

In June 2020, Fire and Emergency established seven Local Advisory Committees (LACs) around New Zealand to advise on local risks and ensure we capture community voices and insights to strengthen our local planning and organisation strategy. LACs are made up of members of the public who have strong connections with a broad range of people and interests within their communities.

An evaluation of the first year of LAC's operation was provided to Fire and Emergency in January 2022, and was published on the Fire and Emergency website in March 2022. The evaluation found that the LACs are generally well designed to meet their legislative function, are working as intended in their establishment phase, and are well-supported at a district and national level. Some areas for improvement to maximise the value and benefits of LACs were also identified.

In response to the evaluation Fire and Emergency is completing the implementation of the LAC operating model including implementing an outcomes framework and monitoring approach and embedding the LAC role into local planning processes. More work will be undertaken to refine the role and purpose of LACs to ensure they are adding value and delivering as intended. As the new Service Delivery district leadership was only established in September and COVID-19 is disrupting business as usual, Fire and Emergency will wait until the new district leadership has been in place for at least a year before making any further decisions about the establishment of additional LACs.

Ngā mihi

Lucy Chamberlain

National Manager, Local Advisory Committees
National Headquarters
Level 3, 80 The Terrace
PO Box 2133, Wellington, 6140

9(2)a



m: Venter, Nick <xxxx.xxxxx@xxxxxxxxxxxxxxxx.xx>

Sent: Wednesday, 4 May 2022 10:29 AM

To: Chamberlain, Lucy <Lucy.Chamberlain@fireandemergency.nz>

Subject: LAC update for Q3 Board Report

Hi Lucy

I understand Kerry Ryan has passed on the Board's suggestion that an update on LACs be included in the Q3 Report to the Minister. ELT discussed the request at its post-Board debrief on Monday and agreed that it should cover much the same territory as the second paragraph of the minuted discussion (below) from the Board's February meeting.

Out of Scope

Out of Scope

The Board requested an update on the establishment of the additional LACs. Management advised that as the new Service Delivery district leadership had only been established in September and COVID-19 was disrupting business as usual it had been decided to wait till the new district leadership had been in place for at least a year before making any further decisions.

Out of Scope

Regards

Nick Venter
National Manager Board and Ministerial Services



9(2)a

Nick.Venter@fireandemergency.nz

www.fireandemergency.nz

He waka eke noa – Everyone in one canoe with no exception

Board Report Quarter 3

Pūrongo Ā-Poari Hauwhā Tuatoru O Te Tau

10 May 2022

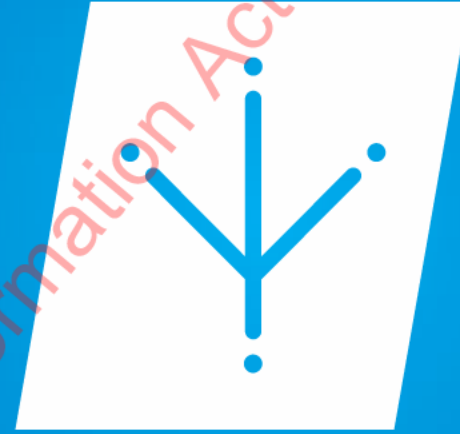


Local Advisory Committees

In June 2020, Fire and Emergency established seven Local Advisory Committees (LACs) around New Zealand to advise on local risks and ensure we capture community voices and insights to strengthen our local planning and organisation strategy. LACs are made up of members of the public who have strong connections with a broad range of people and interests within their communities.

An evaluation of the first year of LAC's operation was provided to Fire and Emergency in January 2022, and was published on the Fire and Emergency website in March 2022. The evaluation found that the LACs are generally well designed to meet their legislative function, are working as intended in their establishment phase, and are well-supported at a district and national level. Some areas for improvement to maximise the value and benefits of LACs were also identified.

In response to the evaluation Fire and Emergency is completing the implementation of the LAC operating model including implementing an outcomes framework and monitoring approach and embedding the LAC role into local planning processes. More work will be undertaken to refine the role and purpose of LACs to ensure they are adding value and delivering as intended. As the new Service Delivery district leadership was only established in September and COVID-19 is disrupting business as usual, Fire and Emergency will wait until the new district leadership has been in place for at least a year before making any further decisions about the establishment of additional LACs.



Tamaki Makaurau Local Advisory Committee

Overview

- Adhere to regulatory requirements
- Besides these, we have a blank page to design what a Local Advisory Committee looks like in Tamaki Makaurau
- Function will determine form

What do we need to understand:

- How you see LACs adding value in Tamaki Makaurau
- Opportunities to build off of in the current environment
- Who we should be partnering with
- What are the communities of interest in Tamaki Makaurau
- How we can work together and keep you abreast of ideas

Regulatory requirements

Boundaries – aligned with CDEM and covers three TM Districts

Minimum number of members – at least five members*

Length of term of office - up to three years with option to reappoint

Process for appointments – detailed process to follow

Lessons from LACs

- An evaluation of the first year of LACs was completed and found that:
 - LACs are well designed, but the design can be improved
 - LACs are moving into an established operational phase, and are working as intended
 - There are conditions that need to be implemented prior to the establishment of the remaining nine LACs
- The size of committees and attrition rates need to be taken into account when designing the LAC. Ensuring that there is a good balance between an agile group and numbers to accommodate natural attrition
- How LACs engage with communities is less important than the outcomes that are achieved. There is no one hard and fast way for LACs to engage and each LAC is engaging in different ways that fit their communities
- Representation is important, but so is the ability to engage with multiple different stakeholder cohorts. LAC members are not there to represent one cohort, but rather to be the axis through which engagement takes place.

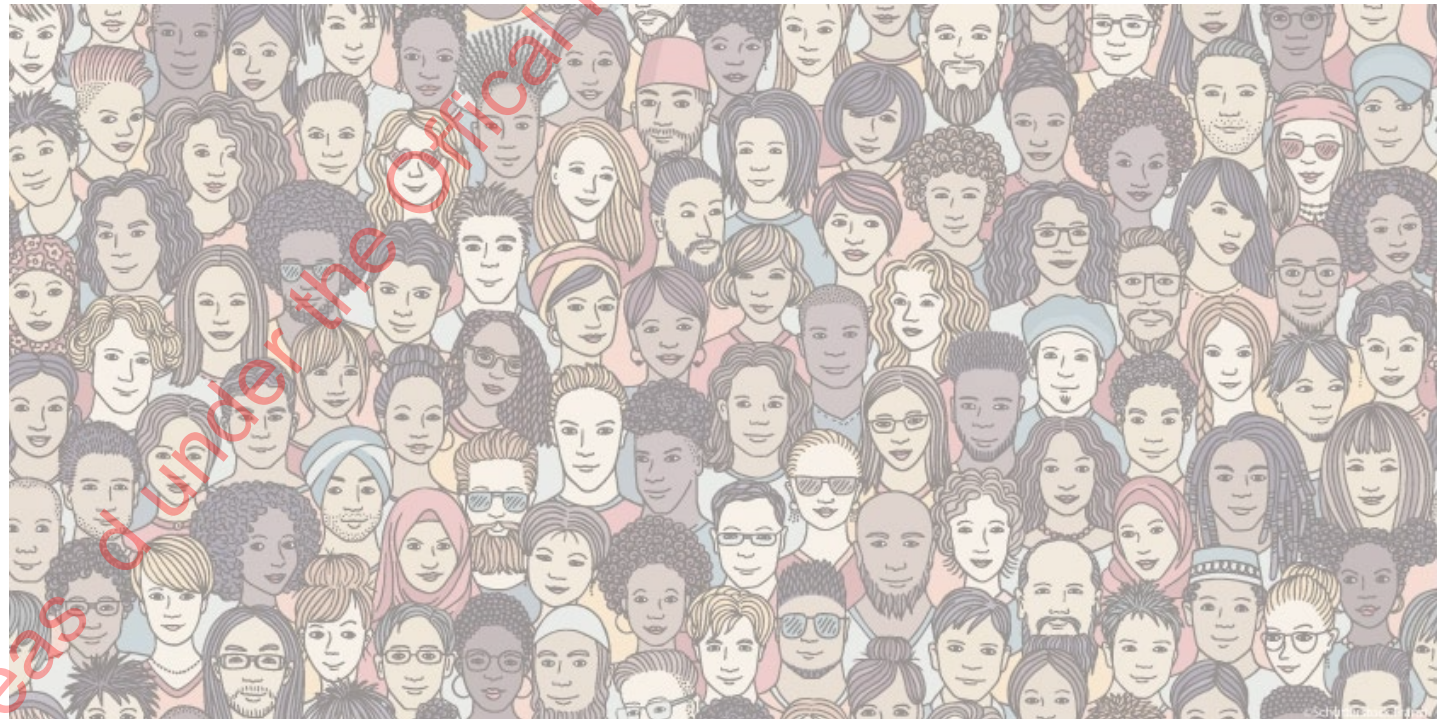
Challenges in Tamaki Makaurau

Location challenges:

- 1.75 million people to be represented by LACs
- One boundary, but three distinct Districts with disparate needs and aspirations
- The most culturally diverse region in New Zealand
- A varied geographical differences, from high density urban environment, significant peri-urban boundaries, and areas of rural isolation
- Industry differences
- Significant built environment

Representation challenges:

- Iwi/mana whenua
- Pasifika
- Asian
- Sector
- Ethnic communities



Potential model one – Status quo

- Same as model used in seven original locations, but on a larger scale.
- Would have at least 15 members covering the three Districts
- Would focus on strategic communities of interest rather than all of Tamaki Makaurau

Benefits

- Easier to set up as it is similar to previous models
- Would allow a more targeted appointments process with a targeted campaign

Challenges

- Size of committee, 15 people will be difficult to manage
- Going on attrition rates from other Districts, will 15 across three Districts be sufficient?
- Lack of representation from communities, would be difficult to gain true community insights

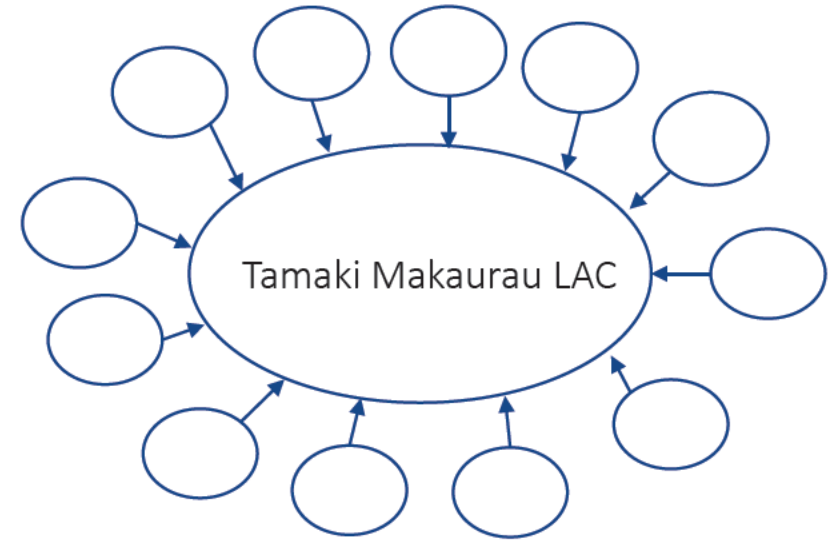


Figure 1: Status quo model

Potential model two – Sub committees

- Would have a committee and then several sub committees
- Sub committees would be based on communities of interest identified through community consultation and District priorities
- All sub committee members would be LAC members (a regulatory requirement) and we will need to develop an effective operating model

Benefits

- Would allow for better representation across Districts and across communities providing community voice on numerous focus areas
- Would provide more flexibility for members to focus on areas with greater knowledge and passion
- Would provide a more flexible model to allow for larger numbers
- Would allow for targeting during appointments process

Challenges

- Size of committee required
- A new model not used previously

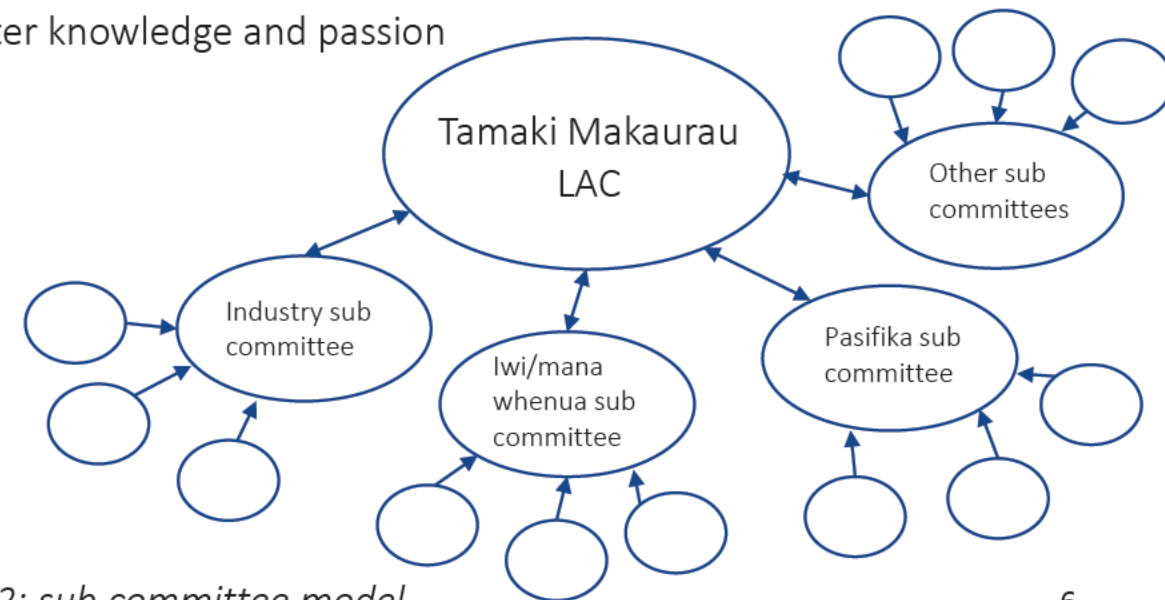


Figure 2: sub committee model

Potential model three – LAC with strong all existing local sectors

- Would have a committee that could utilise pre existing community forums and understanding of community needs
- Relationships would primarily be with other agencies/forums rather than with communities themselves

Benefits

- Other agencies may have a better understanding of community needs
- Easier to set up if we are building on relationships with agencies and organisations

Challenges

- Could be developed without an LAC to accomplish this
- May not strengthen engagement between Fire and Emergency and communities
- Community needs would be understood through a non Fire and Emergency lens
- Would not be getting the community voice

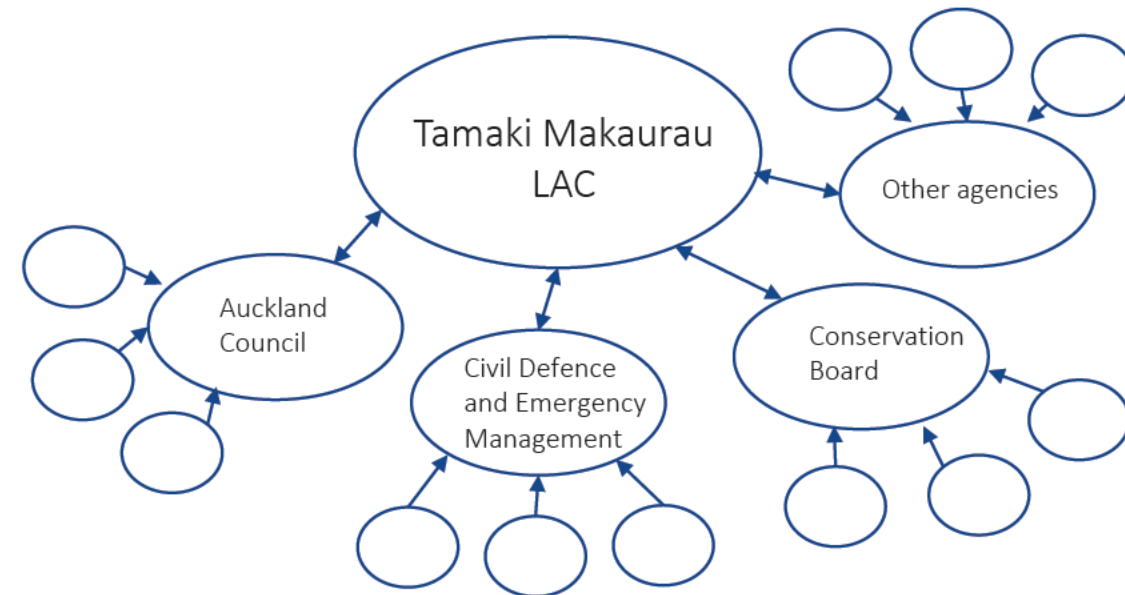


Figure 3: proxy committee model

Thoughts for the future

- How you see LACs adding value in Tamaki Makaurau?
- Opportunities to build off of in the current environment?
- Who we should be partnering with?
- What's the best way to work with you?

Pātai?





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LAC Reference Group

TERMS OF REFERENCE

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Introduction

Out of Scope

[Redacted]

[Redacted]

[Redacted]

Objectives

The Reference Group will focus on supporting the achievement of the objectives detailed in the Year One Evaluation. These are: **Out of Scope** [Redacted] and explore options for the establishment of remaining LAC.

The scope of the work the Reference Group will contribute to includes:

Out of Scope

- [Redacted]
- [Redacted]

[Redacted]

- [Redacted]
- [Redacted]

Explore options for the establishment of remaining LACs

- Explore LAC boundary options
- Support the development of a model for Auckland.

Out of Scope

[Redacted]

- [Redacted]
 - [Redacted]
 - [Redacted]

- [Redacted]
 - [Redacted]
 - [Redacted]

[Redacted]

- Out of Scope [Redacted]
- [Redacted]
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Out of Scope [Redacted]

Released

From: Chamberlain, Lucy
Sent: Thursday, 4 August 2022 12:13 PM
To: Wellik, Sid <Sid.Wellik@fireandemergency.nz>; Cotterill, Lucy <Lucy.Cotterill@fireandemergency.nz>
Subject: Briefing for Incoming DCE OCE-LAC Directorate.docx

Kia ora Sid and Lucy

Slightly updated briefing w-moved table to appendix.

Ngā mihi

Lucy Chamberlain

Kaiwhakahaere Ā-Motu O Ngā Komiti Tohutohu Ā-Rohe

National Manager, Local Advisory Committees

National Headquarters

Level 3, 80 The Terrace

PO Box 2133, Wellington, 6140

DL: 9(2)a



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DCE Office of the Chief Executive Briefing Note

Local Advisory Committees

Out of Scope

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[Redacted] The focus for this year is [Redacted] and exploring options for establishing the remaining LACs.

Top Priorities

- **Out of Scope** [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]
- Establishment of future LACs- work is underway to identify option for an Auckland LAC, consider if the existing LAC boundaries should be reviewed and how LAC fit within the wider emergency management sector.

Key Risks and Issues

- *Legislative compliance*: the key risk is the lack of progress implementing LACs across the country with only 7 of 16 established since 2017. The Board has indicated to the Minister the desire to wait at least a year after the stand-up of district leadership (September 2021) before considering establishing any more LACs. Interest in the stand-up of the remaining LACs has been low with a small number of OIAs and WPQs relating to the issue.
- **Out of Scope**
[Redacted]
- [Redacted]

Key Stakeholders

- **Out of Scope**
[Redacted]
- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]

We are also engaging with external stakeholders in Auckland and across the sector on boundaries and exploring options for an Auckland LAC.

Priorities for next three months

- **Out of Scope**
[Redacted]

Out of Scope

[Redacted]

[Redacted]

LACs next steps

We are investigating options for next steps for the remaining LACs including working with Te Hiku's Region Leadership Team on options for an Auckland LAC and reviewing the existing LAC boundaries to ensure that we are organising the LACs in the most efficient and effective way possible and communities are being represented in ways that are best for them. We are working with external stakeholders to develop a better understanding of the national emergency management environment and where LACs fit in to ensure there is not duplication.

Out of Scope

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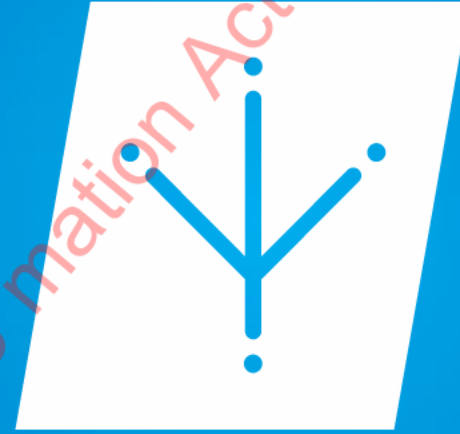
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Out of Scope

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[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
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Tāmaki Makaurau Local Advisory Committee

Lessons from LACs

- An evaluation of the first year of LACs was completed and found that:
 - LACs are well designed, but the design can be improved
 - LACs are moving into an established operational phase, and are working as intended
 - There are conditions that need to be implemented prior to the establishment of the remaining nine LACs
- The size of committees and attrition rates need to be taken into account when designing the LAC. Ensuring that there is a good balance between an agile group and numbers to accommodate natural attrition
- How LACs engage with communities is less important than the outcomes that are achieved. There is no one hard and fast way for LACs to engage and each LAC is engaging in different ways that fit their communities
- Representation is important, but so is the ability to engage with multiple different stakeholder cohorts. LAC members are not there to represent one cohort, but rather to be the axis through which engagement takes place.

Constraints for LACs

- There are regulatory requirements we need to adhere to:
 - Committee boundaries were set by the Board following public consultation and align with CDEM Boundaries and covers all three Tāmaki Makaurau Districts
 - There is a minimum number of members – at least 5
 - Members are appointed for up to three years with an option for the Board to reappoint
 - There is a public process that needs to be followed for appointments, and members cannot be ‘seconded’ on the Committee
- Besides these, we have a blank page to design what a Local Advisory Committee looks like in Tāmaki Makaurau
- Function will determine form

Questions for today:

- Views on Principles and Success measures
- How we can best work together

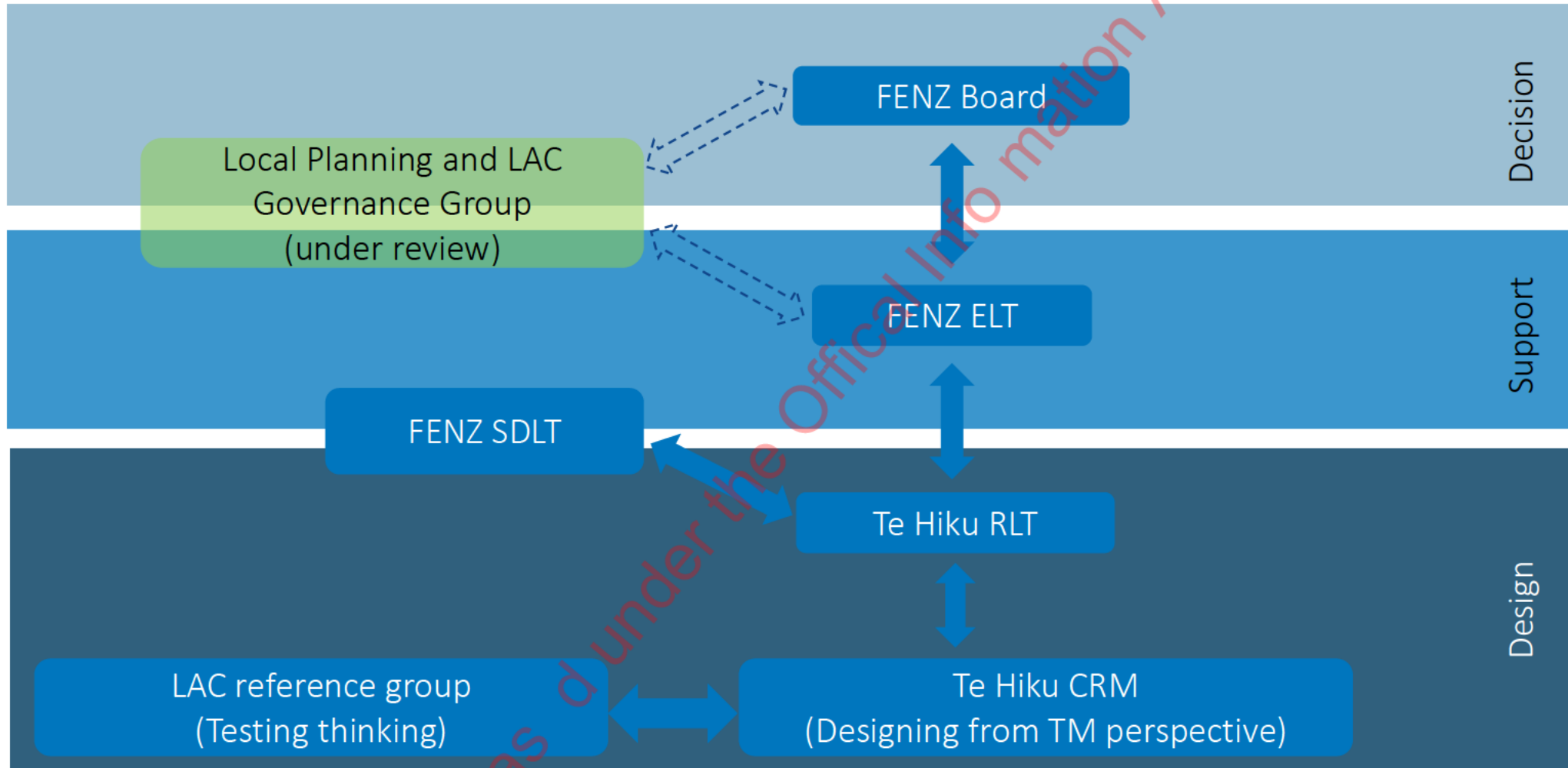
Other LAC work streams

- **LAC Boundaries:** When LACs were established the Board decided, after public consultation, to align the boundaries to the CDEM ones. We are reviewing this decision and ensuring that the boundaries are still fit for purpose.
- **Appointments process:** the first group of LAC members were appointed in June 2020, so their appointments end in June 2023. We are working to develop a process to fill these roles with re-appointments and new appointees as needed.
- **Responding to the LAC Evaluation:** There was a number of recommendations that were made in the LAC Evaluation that we are currently putting into place.
 - Fully embedding the advisory framework that has been developed for LAC and Fire and Emergency
 - Developing an Monitoring and Outcomes Framework for the LAC programme and LACs
 - Clarifying LACs role and purpose for communities and Fire and Emergency staff
 - Redeveloping the Terms of Reference to make sure it is fit for purpose and clear on LAC roles and relationships across FENZ
- **Fit of LACs in wider sector:** There were previously some concerns that LACs were merely duplicating a functions across the emergency management sector. We are investigating the fit of LACs within the emergency management sector to ensure there is no duplication of function

Project timeline for Auckland LAC



Project governance for Auckland LAC



Principles for the development of the Auckland LAC

The following are our **draft** principles for designing the Auckland LAC:

- *Flexible*: the design needs to allow for the LAC to be flexible and responsive enough to adapt to changing needs and priorities
- *Networks*: no member is there to represent a particular sector or cohort, they are appointed for their engagement ability and 'networks of networks' to ensure effective engagement with diverse communities
- *Evidence based*: the LAC design is evidence based and jointly informed by community needs and District priorities
- *Fit for purpose*: the LAC is designed specifically for the needs of Tāmaki Makaurau which may include new ways of thinking and working
- *Aligned*: The Auckland LAC, while designed for the local situation, allows interplay with the Northland LAC.
- *Strategic*: The LAC purpose will be aligned with the Chief Executive's five strategic focus areas.

Success measures for the Auckland LAC

Success for an LAC is determined by the community and the Districts/Regions it is working in. However, it should ensure that communities feel supported and listened to, and lead to Fire and Emergency understanding the needs and aspirations of the community. As such, we have developed the following **draft** measures of success:

- *Supportive*: The LAC supports Districts to understand the needs of their communities
- *Active*: The LAC supports Districts to address the needs of their communities
- *Responsive*: Communities feel listened to and that Fire and Emergency is responding to their needs
- *Fit for purpose*: The LAC 'plugs' gaps in the current engagement model rather than replicating these relationship
- *Mana enhancing*: Engagements between the LAC and the community increase the mana of all participants and reflect the Fire and Emergency principles
- *Add value*: The LAC adds value to both Fire and Emergency and the communities it works with

Next steps

- Provide feedback on principles and success measures
- Set up workshop with CRM Portfolio for September to korero:
 - Potential models for Tāmaki Makaurau
 - What value you see the LACs adding to your mahi
 - What are the communities of interest in Tāmaki Makaurau
 - Who are our natural partners
 - Opportunities to build off in the current environment
 - Who should we be consulting with

Pātai?





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From: Chamberlain, Lucy
Sent: Friday, 2 September 2022 1:18 PM
To: Futcher, Ian <Ian.Futcher@fireandemergency.nz>
Subject: FW: re advice to the Board in October on next steps for establishing remaining LACs

FYI

From: Chamberlain, Lucy
Sent: Wednesday, 31 August 2022 7:13 AM
To: Ali, Carmel <Carmel.Ali@fireandemergency.nz>
Subject: re advice to the Board in October on next steps for establishing remaining LACs

Kia ora Carmel

I've been thinking about how feasible it will be to take options to the Board in October regarding establishing the remaining LACs.

9(2)(g)(i)

- We had originally planned to complete the work on reviewing the boundaries/models for Auckland LAC by the end of the year with the intention of going to the Board in early 2023 and this is the expectation we have set with stakeholders
- It would not be possible to complete the work including consultation with Service Delivery in the timeframe which risks us taking options to the Board that haven't included input from relevant stakeholder
- 9(2)(g)(i)

9(2)(g)(i)

My advice is that there are opportunities to streamline the number of LACs without reducing their efficacy and the sensible thing to do is put the work into identifying options to review the boundaries before establishing the remaining LACs

Given the limited timeframes I think the paper could only advise:

- There is no impediment to establishing the remaining nine LACs (and it is likely to cost x)
- There may be merit in reviewing the LAC boundaries (with a view to reducing the number of LACs and/or merging boundaries) before establishing any more LACs and work is underway to identify alternative boundary options
- We are working on the model for an Auckland LAC to determine how best to establish an LAC for a population of \$1.7m

Happy to discuss-let me know what you think.

Out of Scope

Ngā mihi

Lucy Chamberlain

Kaiwhakahaere Ā-Motu O Ngā Komiti Tohutohu Ā-Rohe

National Manager, Local Advisory Committees

National Headquarters

Level 3, 80 The Terrace

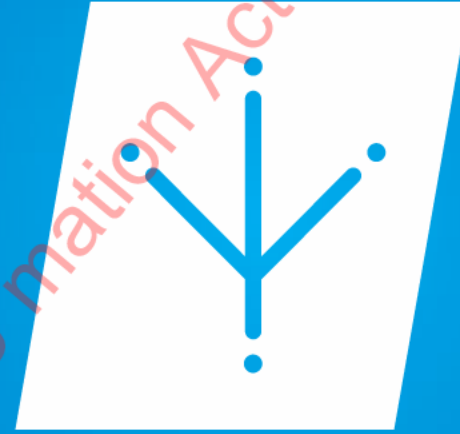
PO Box 2133, Wellington, 6140

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Tāmaki Makaurau Local Advisory Committee workshop - pre reading

Purpose of workshop

- To design an Local Advisory Committee (LAC) that aligns with the needs of Tāmaki Makaurau’s communities, and the needs of the Fire and Emergency
- Identify potential models for consideration

Workshop approach













- In small working groups design your preferred model
- We’ve provided two potential models to start your thinking
- *More details are provided in the notes section of this slide deck*

Questions to keep in mind:

- What’s important for membership?
- How do we represent communities?
- Do we try and cover as many communities as possible, or should we be selective and focus on specific communities?
- How important is covering the geographic areas of Tāmaki Makaurau ?

Principles and success for the development of the Auckland LAC

Based on the lessons from the first LACs, our engagement with partners, and in conjunction with the Te Hiku CRM Portfolio leadership, we have developed the following principles and success measures:

	Principles	Success	
	Flexible and responsive	Supportive of District	
	Networks and engagement	Active in engagement with communities	
	Evidence based and best practice	Responsive to community needs	
	Fit for purpose for Tāmaki Makaurau	Mana enhancing for all	
	Aligned with Northland LAC	Fit for purpose and plugs gaps	
	Strategic alignment with priorities	Adds value to community and FENZ	

LAC overview

- The first seven LACs were set up in June 2020. They are located in the Chatham Islands, Northland, Tairāwhiti, Hawke's Bay, Marlborough, West Coast, and Otago.
- LACs were designed as part of the Fire and Emergency New Zealand Act 2017 (S14)
- Their legislative purpose is to **provide advice to Fire and Emergency from a local perspective** S14 (1).
- Their functions are S14(2):
 - Undertake local engagement on behalf of the Board
 - Provide local advice to Fire and Emergency on national strategy, local issues and local planning
 - Consider and promote the interest of the local area's volunteers
 - Consider the interests of the industry brigades operating in the local area
 - Consider the provisions of any current operational service agreement and memorandum of understanding that Fire and Emergency has that is relevant in the local area.



LAC constraints

Their design has to adhere to some regulatory requirements under the Fire and Emergency Act 2017 and the Fire and Emergency (Local Advisory Committees) Regulations 2017:



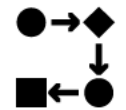
- The Board agreed that the boundaries need to align with CDEM, with one LAC for all of Tāmaki Makaurau



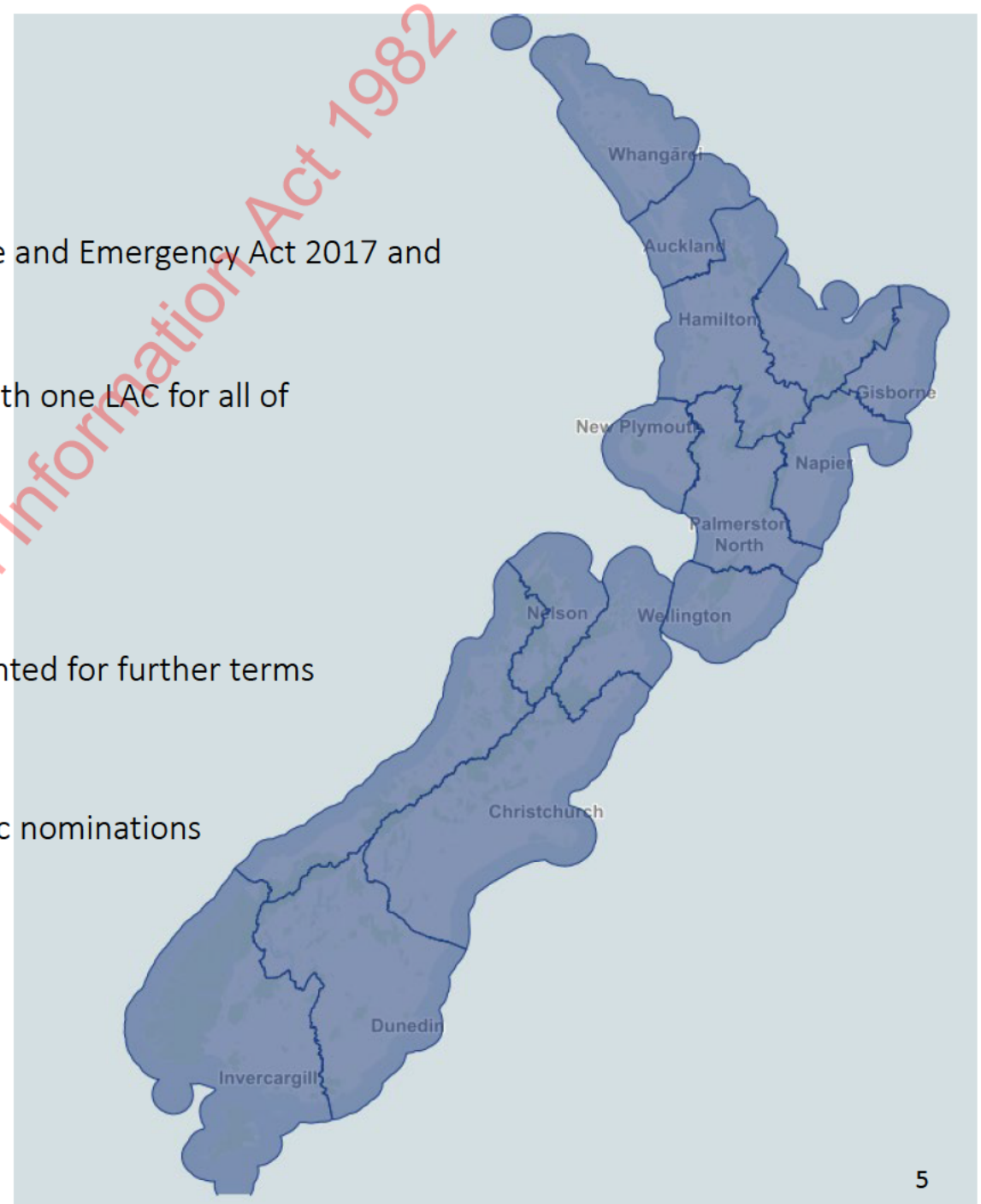
- There needs to be at least five members



- Members are appointed for up to three years, and can be re-appointed for further terms of up to three years



- LAC regulations govern the appointments process requiring a public nominations approach and no ability to co-opt members onto committees.



Lessons from the first LACs

- An evaluation of the first year of LACs was completed and found that overall things are well designed.
- The size of committees and attrition rates need to be taken into account when designing the LAC.
- How LACs engage with communities is less important than the outcomes that are achieved.
- Representation is important, but so is the ability to engage with multiple different stakeholder cohorts. LAC members are not there to represent one cohort, but rather to be the axis through which engagement takes place.
- Appointment terms will be staggered and nominations processes run every eighteen months creating opportunities for refreshing membership to adapt to changing district priorities and risks.

Lessons from engagement with Tāmaki Makaurau partners



Reflect ethnic diversity



No such thing as perfect



Network of networks



Clarity of role and purpose



Early engagement



No quick returns



Urban and rural communities



15 - 20 members



Need localised support

Challenges in Tamaki Makaurau

Location challenges:

- 1.75 million people to be represented by LAC
- One boundary, but three distinct Districts with disparate needs and aspirations
- The most culturally diverse region in New Zealand
- A varied geographical differences, from high density urban environment, significant peri-urban boundaries, and rural areas, and islands
- Industry differences
- Significant built environment
- Broadness of risks across Districts

Representation challenges:

- Iwi/mana whenua
- Pasifika
- Asian
- Sector
- Ethnic communities
- Geographic



Potential model one – Status quo

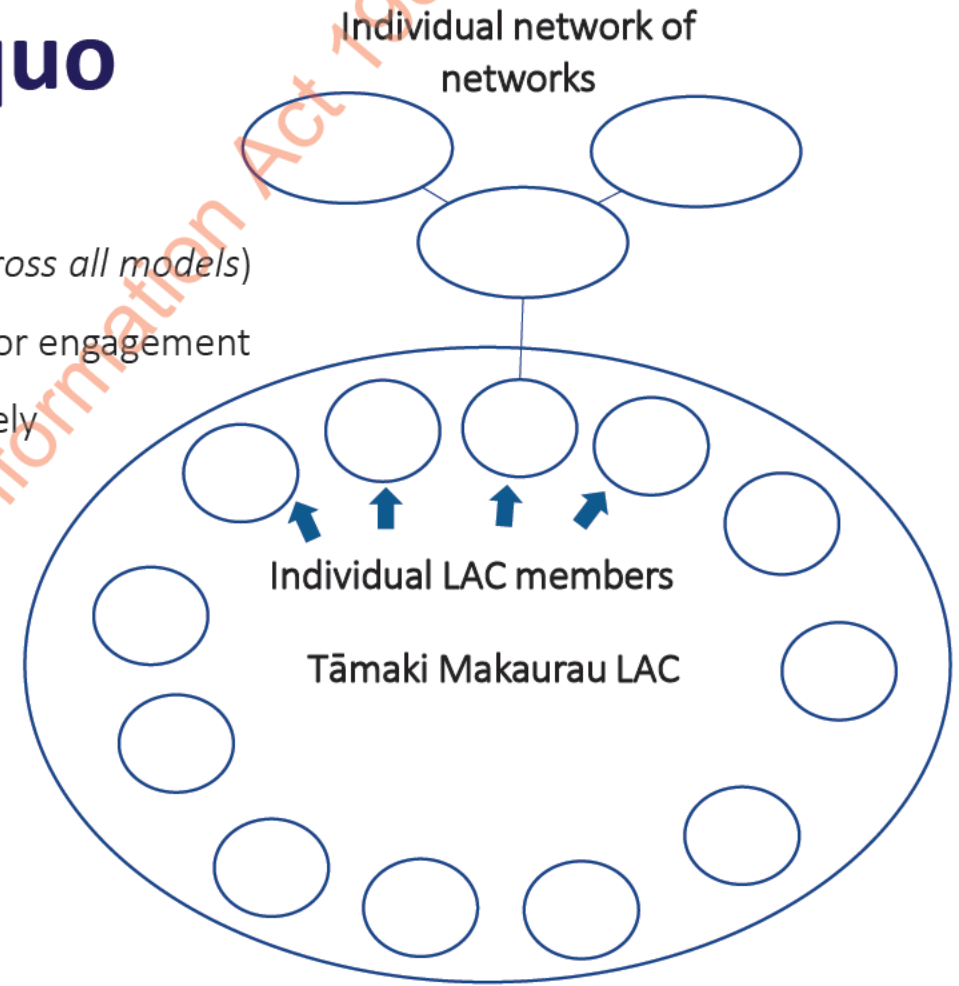
- Same as the model used in seven original locations, but on a larger scale
- Would have at least 15 members covering the three Districts (*consistent across all models*)
- LAC membership is focused on district priorities and priority communities for engagement
- Members are appointed based on their networks and ability to engage widely (*consistent across all models*)

Benefits

- Similar to previous LAC models
- Can flex towards changing priorities by staggering appointment terms
- Opportunity to engage via pre existing networks

Challenges

- Size of committee (*consistent challenge across all models*)
- Less formalised approach to responsibilities (can be a benefit in smaller population, but is a challenge in Tāmaki Makaurau)
- May require a more formalised engagement approach because of committee size and complexity of networks and engagements



Potential model two – portfolio approach

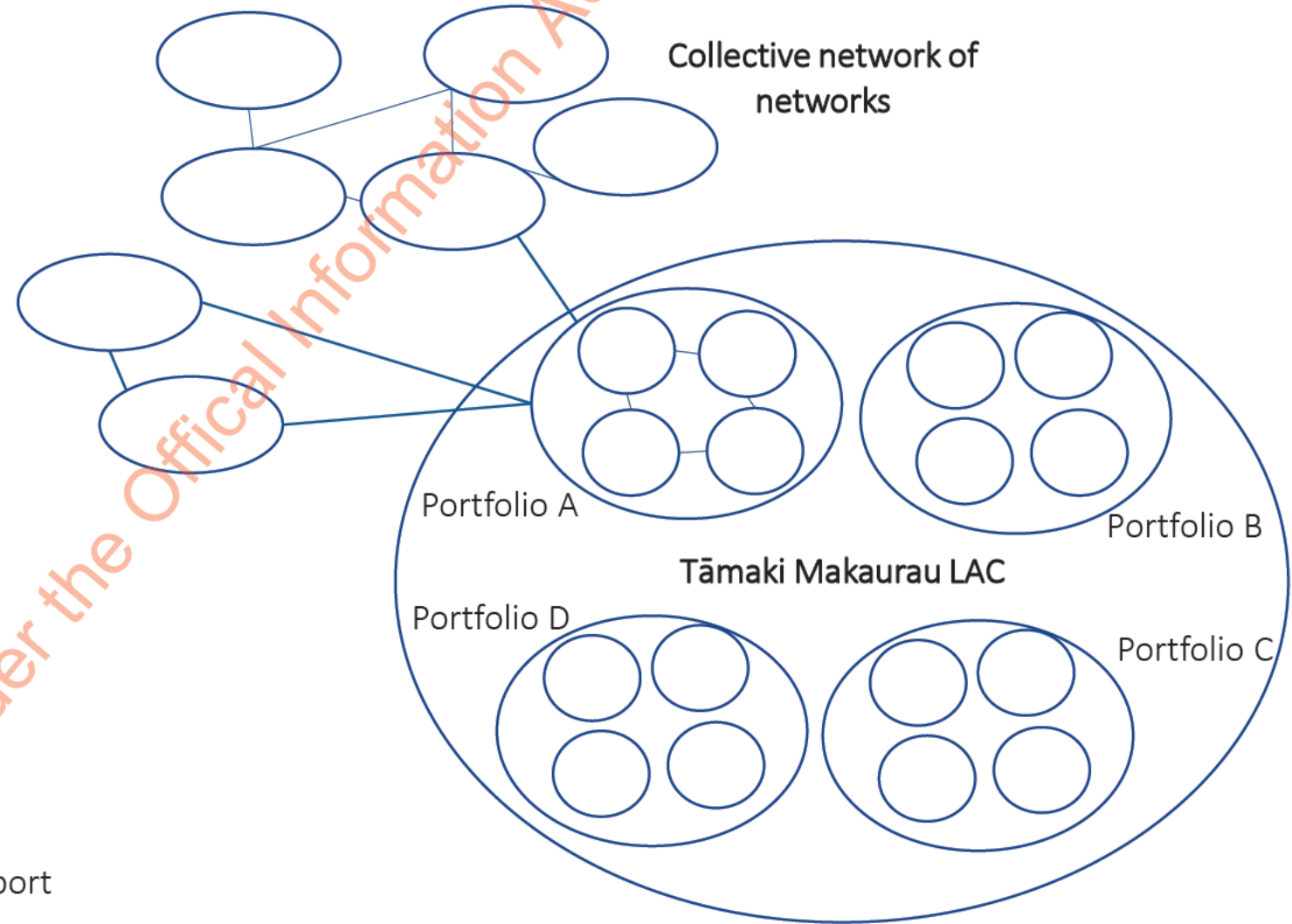
- Formalised portfolio approach, with Portfolio leads
- Portfolios could be based on a number of things:
 - Communities of interest
 - Geographic locations
 - District priorities/risks

Benefits

- Representation across Districts/communities/locations
- Flexible model to allow for larger numbers
- Able to prioritise Districts/communities/locations
- Allows targeting of nominees

Challenges

- Size of committee
- A new model not used previously
- Complex working arrangement requiring different support
- Formalised portfolios may be less flexible



Pātai?

Any questions, please contact Ian Fitcher to korero
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