

Agenda

Chief Executives Forum

Date:	Monday 4 April 2016
Time:	9.00am–12.00pm
Venue:	Selwyn District Council chamber, 2 Norman Kirk Drive, Rolleston
Attendees:	Jim Palmer (Chair, Waimakariri), Andrew Dalziel (Ashburton), Angela Oosthuizen (Kaikōura), Bede Carran (Waimate), David Ward (Selwyn), Hamish Dobbie (Hurunui), Dr Karleen Edwards (Christchurch), Michael Ross (Waitaki), Wayne Barnett (Mackenzie), Peter Nixon (Timaru)
In attendance:	Andrea Reeves, Assistant Auditor-General, Local Government (item 4) Secretariat: David Bromell, Lorraine Johns, Ronnie Cooper, Bernadette Sanders (Minutes)
Apologies:	Bill Bayfield (Environment Canterbury), Steve Gibling (Secretariat)

<i>(approx.)</i>	Item	Person
9:00am	1. Welcome, introductions and apologies	Chair
	2. Confirmation of Agenda	
	3. Minutes from the previous meeting	
	a. Confirmation of meeting Minutes, 15 February 2016	Chair
	b. Action points	
	For decision/discussion	
9:05am	4. Discussion with Andrea Reeves, Office of the Auditor-General	David Ward
10:00am	5. Review of collaboration and shared services (Winder report)	Chair
10:15am	6. Further collaboration in Canterbury	Chair
10:45am	7. Draft Triennial Agreement 2016–2019	Chair
10:50am	Short break	
10:55am	8. CREDS: Review of regulatory barriers (verbal update)	Chair
11:05am	9. CREDS: Purchase and installation of solar charging tables	Angela Oosthuizen
11:15am	10. CREDS: Regional visitor strategy	Wayne Barnett
	• identifying potential hotel sites and consent requirements	
	• freedom camping	
11:25am	11. Review status of items on three-year work programme	All
11:30am	12. Terms of Reference, Canterbury Engineering Managers Group	Chair
	For information	
11:35am	13. Rating and valuation services (verbal update)	David Ward
11:40am	14. Report from Canterbury Policy Forum	David Ward
	- 15. Canterbury Maps (to be taken as read)	(Miles McConway)
11:45am	16. Public transport governance and delivery arrangements (verbal update)	Chair
11:50am	17. Draft agenda, Canterbury Mayoral Forum, 29 April 2016	David Bromell
11:55am	18. Health and Safety virtual team (verbal update)	David Ward
	General business	
12:00pm	19. Next meeting: Monday 30 May 2016	

Minutes

Chief Executives Forum

Date: Monday 15 February 2016

Time: 9.00am

Attendees: Jim Palmer (Chair, Waimakariri), Andrew Dalziel (Ashburton), Angela Oosthuizen (Kaikōura), Bede Carran (Waimate), Bill Bayfield (ECan), David Ward (Selwyn), Hamish Dobbie (Hurunui), Dr Karleen Edwards (Christchurch), Michael Ross (Waitaki), Wayne Barnett (Mackenzie), Peter Nixon (Timaru)

In attendance: Murray Washington (Selwyn, item 5), Geoff Meadows (Waimakariri, item 8), Chris and Nicky (Christchurch, item 14)

Secretariat: Steve Gibling, David Bromell, Lorraine Johns, Bernadette Sanders (Minutes)

Apologies: Ross Waugh, Angela Oosthuizen (lateness)

The meeting commenced at 9.04am

1. Welcome, introductions and apologies

Jim Palmer welcomed attendees to today's meeting. Apologies were noted: Ross Waugh (item 4) and Angela Oosthuizen for lateness.

2. Confirmation of Agenda

The agenda was adjusted following the morning tea break to accommodate priority items for discussion. The following item was requested for inclusion under General business:

- Health and safety and aligning meeting times around region for safe travel.

3. Minutes from the previous meeting

a. Confirmation of meeting Minutes

The Minutes of the meeting held 9 November 2015 were accepted as a true and accurate record.

Jim Palmer/David Ward
Carried

b. Action points

The majority of action points are now complete or covered in today's Agenda. Jim Palmer noted that the submission on the Greater Christchurch Regeneration Bill did not proceed.

4. Asset management

Wayne Barnett spoke to the item on behalf of Ross Waugh and distributed an updated report from Waugh Consulting to attendees. Information has been gathered from most Canterbury councils in relation to asset management systems before categorising, looking for commonalities and splitting councils into large, medium and small organisations. The most common system used is RAMM, with NCS used more in medium-small organisations. The report draws on previous studies, including the road maintenance task force and work by the National Infrastructure Unit. Wayne will provide an electronic copy through the secretariat and requested that the report be distributed among council staff with a view to providing feedback as soon as possible.

AP: Wayne Barnett to provide an electronic copy of the updated Waugh Report to Chief Executives with a view to the report being distributed among council staff and feedback received.

A brief discussion took place on metadata (recommendation 1.e). It was suggested that this would be most helpful as a national (and not only regional) initiative. Collaboration is taking place with Ausroads to obtain metadata for roading and other management systems. Three Waters may also see some standardisation in this area.

A suggestion was made that the newly formed Canterbury Engineering Managers Group (terms of reference to be available at the next CEF meeting on 4 April) review the issues of asset management and infrastructure strategies and explore collaboration opportunities.

Overall, there was support for having consistent systems among the region's councils and potential for a centralised database and opportunities to share information and knowledge.

Discussion on the difficulties faced by some councils took place, including integration and asset management and aligning with financial management. Christchurch is currently undertaking major change in asset management and capital systems and will continue with its process.

Recent discussions with OAG on infrastructure strategies indicate that OAG is planning to look at how local authorities understand assets, value of investment, and future expectations. It was noted that Tararua is trying to get confirmation from OAG to not use RAMM but an integrated Enterprise system. There was interest in higher level discussions taking place with OAG to confirm what national standards and mandatory performance measures and legislative requirements are required from councils.

A brief discussion on the SOLGM-initiated benchmarking study by PwC took place, noting that results will be available late February 2016.

It was agreed that David Ward will invite Andrea Reeves (OAG) to attend the next CEF meeting on 4 April 2016 to discuss the issue of Audit NZ and collaboration, as well as high level discussion around Chief Executives' views of sector direction.

AP: David Ward to invite Andrea Reeves to the Chief Executives Forum on 4 April 2016 to discuss council asset management requirements

Resolved

The Chief Executives forum:

1. invite Andrea Reeves to attend the next Chief Executives Forum on 4 April 2016
2. refer the Waugh report to the Engineering Managers Group for consideration and recommendations on initiatives to give effect to the Waugh report.

David Ward/Wayne Barnett
Carried

The three-year work plan will be updated to reflect that a report is being prepared for further advice and consideration from the Engineering Managers Forum in relation to the Waugh report.

AP: Secretariat to forward the Waugh report to the Engineering Managers Group for consideration and recommendations on initiatives

AP: The secretariat to update the three-year work plan to reflect the preparation of a report for future advice and consideration from the Engineering Managers Group in relation to the Waugh report

5. Infrastructure strategies

Murray Washington spoke to the item and presented the review of the Canterbury region combined Infrastructure Strategies for the next 30 years, previously presented to the CPF.

The review was instigated by the Mayoral and Chief Executive Forums, specifically in relation to combined infrastructure strategies and levels of investment and how these align with strategies. Transportation and water (including storm and waste) were key foci. All councils responded with the required information for the review. It was noted that the figures in the review are moderated with financial strategies. Research is also being done on whether the Canterbury figures include NZTA spend and other asset funding.

Results indicate that investment profiles are generally in sync, with a 50/50 split between transportation and water. There are opportunities in project planning, asset management, activity management, procurement, good practice, construction capability and capacity. However, in preparing a work programme to address these opportunities, consideration should be given to constraints such as councils' capacity to undertake the work.

In response to a question on whether the Infrastructure Strategies legislation includes parks and spaces, it was agreed to push on voluntarily with this, whether or not it's a legislative requirement. It was noted that collective work on 30-year asset management and 30-year finance strategies would be beneficial.

In agreeing to refer this to the Engineering Managers Group for further consideration and recommendation, it was noted that we really need a single 'operational forum', to pull together groups like Planning Managers, Engineering Managers, Finance Managers, etc.

Resolved

The Chief Executives Forum:

1. receive the report
2. endorse the report for submission to the Canterbury Mayoral Forum on 26 February 2016 for information purposes through the Chief Executives Forum update
3. acknowledge that a number of collaboration opportunities will arise that will need prioritisation, allocation of responsibilities and ongoing resourcing
4. agree to refer the report to the Engineering Managers Group for consideration and recommendations in conjunction with the asset management review and finance managers.

*Hamish/Michael
Carried*

AP: Secretariat to submit the Infrastructure Strategies report to the Canterbury Mayoral Forum

AP: The Infrastructure Strategies review to be forwarded to the Engineering Managers Group by the secretariat for consideration and recommendations in conjunction with the asset management review and finance managers

Murray Washington left the meeting at 9.56am.

6. Local government organisation in Canterbury

Bill Bayfield spoke to the item which outlined collaboration and shared services achievements. The Local Government Commission (LGC) has asked to visit Canterbury in April and recent conversations have taken place between ECan, CCC and LGC and ministers in association with the ECan Act.

A working group of Chief Executives was proposed, consisting of Bill Bayfield, Dr. Karleen Edwards, a representative from either Selwyn or Waimakariri and two representatives from the remaining councils, to develop a list of initiatives, as well as a list of past successful and effective collaborative efforts. The list would outline progress and directions over the next one-to-three years, with reviews to be undertaken where necessary in the next triennium. It was also proposed to contract Peter Winder to assist in this review.

Angela Oosthuizen joined the meeting at 10.09am.

A discussion followed. Of note:

- it is generally agreed, across the region, that major structural change such as amalgamation is not a desired outcome for the region at this time
- advice out of the West Coast, Waikato and Wellington is that the LGC is undertaking investigations as to what might work to improve 'structural institutional arrangements through which councils govern and manage the delivery of services, infrastructure and regulatory functions'
- there was agreement that we should be well prepared for discussions with the Minister and LGC
- a call was made to remain sensitive to political views and service delivery discussions around the districts
- the proposed joint committee for public transport is an example of collaborative efforts not pushed by central government but deemed necessary by the region to improve governance and management of public transport
- there was support for Peter Winder's involvement, with a request that his report focus on key points.

Resolved

The Chief Executives Forum:

1. seek Mayoral Forum endorsement to establish a Chief Executives working group to review progress and identify further options to improve how councils in Canterbury govern and manage the delivery of services, infrastructure and regulatory functions
2. request the working group to report back to the Canterbury Mayoral Forum on 29 April 2016.

*Bill Bayfield/David Ward
Carried*

Bill will work to create a timeline and progress the formation of the Chief Executives working group. All Chief Executives will be copied in on correspondence on this issue.

AP: Bill Bayfield to progress the formation of the Chief Executives working group. All Chief Executives to be copied in on correspondence on this development

A break occurred during this discussion and Jim Palmer welcomed Angela Oosthuizen (Kaikōura) to the Chief Executives Forum. Introductions took place around the room.

7. Further opportunities to develop shared services in Canterbury, and review and update three-year work programme

David Bromell advised attendees that Appendix 1 of the item was out of the 2014 workshop where chief executives had identified opportunities for collaboration, and had been included in today's paper for information purposes.

Bill Bayfield suggested Peter Winder be contracted to undertake a brief review of the work programme, as per a request by CMF.

Resolved

The Chief Executives Forum:

1. note progress on collaboration and shared services in Canterbury since 2013
2. contract Peter Winder to review our progress and workshop with us opportunities for collaboration and shared services that we want to progress in the next triennium.

AP: Peter Winder to be contracted to undertake a brief review of the three-year work programme and workshop with the Chief Executives Forum opportunities for collaboration and shared services over the next triennium

The meeting took a short break at 11.00am and reconvened at 11.06am, opening with an adjustment to the Agenda to prioritise items for discussion.

8. Rural Fire Service

The Chair noted that the reply from Hon. Peter Dunne had been circulated with the papers for the meeting.

9. Update on regulatory barriers project (CREDS)

This item will be deferred until the CEF meeting scheduled for 4 April 2016, with inclusion of the report on tourism. Jim Palmer suggested that the Chief Executives working group (item 6) draw on the report in the meantime.

AP: Secretariat to include Update on Regulatory Barriers on the Agenda for the Chief Executives Forum scheduled for 4 April 2016.

10. CREDS companion strategies/action plans 2016

David Bromell spoke to the item. The Visitor strategy and Digital strategy reports were taken as read.

A discussion took place on council resourcing for the broader CREDS support and investigation of opportunities for collaboration and shared services. This issue arises across the CREDS work programmes and councils are encouraged to make provision in upcoming annual plans.

As requested by the December 2015 meeting of the Mayoral Forum, ECan is making provision for staffing the secretariat on an ongoing basis by an increase in the regional general rate.

The secretariat was asked to work with CREDS lead Mayors and to review other known and anticipated costs and report back to the Chief Executives Forum on 4 April 2016.

It was suggested that an option may be for the Chief Executives Forum to submit on each council's annual plan 2016-17.

Resolved

The Chief Executives Forum:

1. request the secretariat to prepare an estimated cost to support CREDS and collaborative Canterbury initiatives for 2016/17 and report back to the Chief Executives Forum on 4 April 2016.

AP: Secretariat, in consultation with lead Mayors, to prepare a cost estimate to support CREDS and collaborative initiatives for Canterbury for the 2016/17 financial year, and report back to the Chief Executives Forum on 4 April 2016

11. SOLGM Local Government Excellence Awards entry

The paper was taken as read and received.

12. Communication of progress of Spark's 4G roll out

The paper was taken as read and received. The secretariat will work with each council as the 4G upgrade is rolled out in their district to help communicate this to residents.

13. The 'case for Canterbury' (CREDS)

Jim Palmer spoke to the item and outlined the proposal for a usage, attitude and image survey for the Canterbury region to assist development of a campaign both within New Zealand and internationally to encourage people to work, study, visit, and stay in Canterbury. An RFP has been developed and reviewed by CDC, however, funding has yet to be determined and will depend on the scope of work.

Resolved

The Chief Executives Forum:

1. endorse a proposal to the Canterbury Mayoral Forum (26 February 2016) to pursue external funding for a usage, attitude and image survey to inform development of a campaign to attract people to our region.

Bill Bayfield/Peter Nixon
Carried

AP: Secretariat to develop a business case to support funding applications for the Case for Canterbury

14. Developments and direction, Christchurch City and Regenerate

Dr. Edwards introduced Nikki Wortelboer and Chris Wallace from CCC to the Forum, and provided an update and outline of recent organisational changes that have occurred at the council. A copy of the presentation was tabled.

Attendees were appreciative of the update, and noted implications and opportunities for the rest of the region in terms of the changes the CCC was making, for example, the combining of tourism and economic development into one agency.

Attendees voiced their interest in the work being undertaken by the CCC, including databases, front line and back room systems, for example, the Snap Send Solve app. Dr. Edwards agreed to provide Chief Executives with regular updates.

AP: Dr. Edwards to circulate regular updates covering changes taking place at CCC, as well as reports on steps the council is taking for improvement

Jim Palmer thanked the representatives from CCC for attending today's Forum and the presentation.

15. Report from Canterbury Policy Forum

The paper was taken as read and received.

16. Investigation of collective approaches to rating and valuation services

David Ward spoke to the item and advised that the project to investigate options for collaboration on rating and valuations services is progressing well with sign-off expected Thursday 18 February 2016. David requested all councils to nominate their council staff who will spend a day with Ernst & Young; David will follow this request up with an email later today. An update will be provided to the CEF meeting scheduled for 4 April 2016.

AP: David Ward to email all councils regarding staff nominations for Ernst & Young consultation

AP: David Ward to provide an update to the Chief Executives Forum, 4 April 2016

17. Public transport governance and delivery arrangements

Jim Palmer spoke to the item and advised that developments on the proposed greater Christchurch joint committee for public transport continue with further discussions this week around the composition of the committee. The agreed Terms of Reference will be presented to the councils involved following this week's discussions to ensure momentum continues.

18. Draft agenda, Canterbury Mayoral Forum, 26 February 2016

The following amendments to the draft agenda were suggested:

- item 15 (update on establishment of secretariat) be addressed in item 12 (Chief Executives Forum report and three-year work programme), via advice that this is underway
- item 14 (update on refresh of Regional Land Transport Plan) will be a verbal update
- item 11 (LGA/LGC developments) will require approximately one hour for discussion.

19. Health and safety virtual team

David Ward spoke to the item and advised that work is progressing towards the 4 April 2016 implementation date and preparations around roles and responsibilities are taking place.

A discussion then took place. Of note:

- the recent SOLGM roadshow with Simpson Grierson has highlighted inconsistencies in information and best practice requirements
- in the future, governance leaders will be required to be more involved in their respective organisations to gain an understanding of health and safety issues
- it was suggested that the Health and safety virtual team consider researching collaborative best practice in terms of reporting on health and safety issues, and report back to the CEF at a later date.

AP: Health and Safety virtual team to consider researching collaborative best practice in terms of reporting on health and safety issues, and report back to the Chief Executives Forum at a later date

20. General business

Bede Carran outlined his concerns on the requirements of council staff to undertake travel either very early or very late in the day to attend meetings within the region and suggested that a process be developed where meetings involving regional staff be scheduled in the middle of the day to ensure driver fatigue does not become an issue.

Bill Bayfield offered to circulate the meeting and travel guidelines for ECan staff as a starting point for all councils to review their own travel policies.

AP: Bill Bayfield to circulate ECan meeting and travel guidelines to the Chief Executives Forum

AP: Bede Carran to review the meeting and travel guidelines and advise the secretariat if a report back to the Forum is required

21. Next meeting

Monday 4 April 2016, Selwyn District Council, 2 Norman Kirk Drive, Rolleston.

There being no further business, the meeting closed at 12.09pm.

Action schedule

Chief Executives Forum

As at 4 April 2016

Items will be removed once complete.

Date	Subject	Actioned by	Deadline	Status
09.11.15	Managing natural hazard risk: Circulate draft coastal defences document to Forum, when available.	Bill Bayfield	When available	Currently on hold – pending eventual review of the current Coastal Plan. Update on managing natural hazard risk at May meeting (Don Chittock).
09.11.15	Enhanced valuation and rating services: • Valuation and rating service capability updates on agenda until final report in May 2016.	David Ward/ Secretariat	15 Feb 2016	On track
15.02.16	• David Ward to email all councils regarding staff nominations for Ernst & Young consultation.	David Ward	ASAP	
15.02.16	• David Ward to provide an update to the Chief Executives Forum, 4 April 2016.	David Ward	4 April 2016	
15.02.16	Asset management: • Wayne Barnett to provide electronic copy of the updated Waugh Report to Forum with a view to the report being distributed amongst council staff and feedback received.	Wayne Barnett, All	w/c 15 Feb 2016	Complete
15.02.16	• David Ward to invite Andrea Reeves to the Chief Executives Forum on 4 April 2016 to discuss council asset management requirements.	David Ward	4 April 2016	Agenda item 4
15.02.16	• Forward the Waugh Report to the Engineering Managers Group for consideration and recommendations on initiatives.	Secretariat	TBC	Actioned
15.02.16	• Update the three-year work plan to reflect the preparation of a report for future advice and consideration from the Engineering Managers Group in relation to the Waugh Report.	Secretariat	TBC	Actioned
15.02.16	Infrastructure Strategies: • Submit the Infrastructure Strategies report to the Canterbury Mayoral Forum.	Secretariat	26 Feb 2016	Complete
15.02.16	• Forward the Infrastructure Strategies review to the Engineering Managers Group for consideration and recommendations in conjunction with the asset	Secretariat	TBC	Actioned

Date	Subject	Actioned by	Deadline	Status
	management review and finance managers.			
15.02.16	Local government in Canterbury: Progress the formation of the Chief Executives working group. All Chief Executives to be copied in on correspondence on this issue.	Bill Bayfield	ASAP	In progress
15.02.16	Peter Winder to be contracted to undertake a brief review of the three-year work programme and workshop with the CEF opportunities for collaboration and shared services over the next triennium.	Secretariat	ASAP	In progress
15.02.16	Regulatory barriers project (CREDS).	Secretariat	4 April 2016	Agenda item 8
15.02.16	Prepare a cost estimate to support CREDS and collaborative initiatives for Canterbury for the 2016/17 financial year.	Secretariat	4 April 2016	In progress
15.02.16	Develop a business case to support funding applications for the Case for Canterbury.	Jim Palmer	TBC	In progress
15.02.16	Circulate regular updates on changes taking place at CCC, as well as reports on steps the council is taking for improvement.	Dr. Karleen Edwards	Ongoing	
15.02.16	Health and safety: • Circulate ECan meeting and travel guidelines to the Chief Executives Forum.	Bill Bayfield	ASAP	In progress
15.02.16	• Review the meeting and travel guidelines and advise the secretariat if a report back to the Forum is required.	Bede Carran/ Secretariat	4 April 2016	In progress
15.02.16	• Health and safety virtual team consider researching collaborative best practice in terms of reporting on health and safety issues, and report back to the CEF at a later date.	Secretariat/ David Ward	TBC	In progress

Chief Executives Forum

Item 6

Date: 4 April 2016

Presented by: Jim Palmer, Chair

Draft discussion paper: Further collaboration in Canterbury

Purpose

This is a **draft** discussion paper for development by the Chief Executives Forum on 4 April 2016, to support the Mayoral Forum's conversations with the Minister of Local Government and the Local Government Commission on 29 April 2016.

Recommendations

That the Chief Executives Forum:

- 1 **provide feedback** on this draft discussion paper, noting that it will be further revised to inform Mayoral Forum conversations with the Minister of Local Government and the Local Government Commission on 29 April 2016
- 2 **indicate** which options for further collaboration in shared governance (paragraph 22) and shared services (paragraph 24) are on and off the table for the 2016–2019 triennium.

Background and context

- 1 On 26 February 2016, the Mayoral Forum endorsed two proposals from the Chief Executives Forum:
 - contracting Peter Winder to review progress on collaboration and shared services 2014-16 since his report to the Mayoral Forum in August 2013 (agenda item 5)
 - a Chief Executives working group exploring further opportunities for collaboration within a virtual unitary authority concept, including structural and institutional arrangements to more effectively govern and manage the delivery of services, infrastructure and regulatory functions across our region.
- 2 Given the Government's 'direction of travel' in the local government portfolio and developments in neighbouring regions, the challenge is how Canterbury councils might:
 - best organise ourselves to govern and manage the delivery of services, infrastructure and regulatory functions across Canterbury, and get the best bang for every ratepayers' buck?
 - 'keep our eye on the ball' – position ourselves so that the earthquake rebuild and implementation of the CWMS ensure the continued growth of the Canterbury economy?
 - recognise the financial and human cost of large-scale re-organisation and/or amalgamation and the likely loss of connection of governance and management to local communities?
 - recognise variation in the size and capacity of councils and the uneven distribution of population across the region?

- 3 This thinking by the Chief Executives Forum is to inform:
 - Mayoral Forum conversations with the Minister of Local Government and with the Local Government Commission on 29 April 2016
 - the Mayoral Forum's briefing to incoming Mayors following local body elections in October 2016.
- 4 The Chief Executives working group has comprised Bill Bayfield (convenor), Dr Karleen Edwards, Hamish Dobbie, David Ward, Wayne Barnett and Bede Carran, with communications copied to all members of the Chief Executives Forum.
- 5 A teleconference was scheduled for Friday 18 March 2016, for Dame Margaret Bazley as chair of the Mayoral Forum to talk to all Chief Executives about the idea of functioning as a 'virtual unitary authority'.
- 6 A number of Chief Executives were able to participate in a subsequent teleconference that afternoon, where it was agreed to draft a discussion paper and circulate this to all Chief Executives for the Chief Executives Forum meeting on 4 April 2016; then subsequently revise it as an aid to discussion at the Mayoral Forum working dinner on Thursday 28 April, prior to conversations with the Minister of Local Government and the Local Government Commission on Friday 29 April 2016.
- 7 Key points from the two teleconference calls are appended, with a partial stocktake of known resourcing requirements and provision as requested.
- 8 For background on the mandate of regional forums and the Canterbury Triennial Agreement, Mayoral Forum Charter of Purpose and three-year work programme, see agenda item 7.

Better local services

- 9 On 16 March 2016, the Minister of Local Government announced the 'Better Local Services' package of reforms and the introduction of a Bill in mid-2016 to amend the Local Government Act 2002 to give effect to these reforms. The Government hopes to pass the legislation by the end of 2016, so new councils elected in October 2016 have access to the new options early in the 2016-19 triennium.
- 10 The package's stated objectives are to enable and equip local government to:
 - remain responsive to local preferences
 - increase the co-ordination and cost effectiveness of local services and infrastructure
 - increase support for regional growth and prosperity.
- 11 The package seeks to support councils to face significant long-term challenges:
 - demographic changes
 - economic shifts and the increasing interdependence of national, regional and sub-regional economies
 - environmental pressures
 - technological innovations and opportunities to deliver smarter services.
- 12 The Government thinks current arrangements limit councils' ability to respond to these challenges and to achieve scale and integration across jurisdictions in delivering infrastructure and services. Examples given are:
 - the re-organisation process is oriented towards large-scale amalgamation – recent proposals were not implemented for lack of broad community support

- public debate about reorganisations has centred on governance and representation, rather than efficiency and effectiveness of services
 - there have been sector-led efforts to adapt and improve services, but change is slow to emerge and varied
 - there are limited options for joint governance and management of services
 - The current legislation does not allow for joint water or transport CCOs.
- 13 What is proposed is an enabling legislative framework to create local innovation, local collaboration and local solutions:
- more joint services and infrastructure (particularly for water and transport services)
 - flexible re-organisation processes
 - greater ability to transfer functions between councils
 - more opportunities for joint governance
 - a greater role for the Local Government Commission to be involved in service configuration discussions.
- 14 The Bill will also require 'better, comparable data on service delivery, corporate accountability and community satisfaction with council performance'. This implies benchmarking and may overtake LGNZ's Local Government Excellence Programme.

Stocktake of progress to date

- 15 Mayors and Chief Executives have been on a journey of collaboration for some years. This is affirmed in the 2014-16 Triennial Agreement between Canterbury local authorities, with the commitment 'to working collaboratively to drive efficiencies and better provide for the needs of their communities through the provision of good quality local infrastructure, local public services and performance and regulatory functions', noting that 'this collaboration may either be Canterbury wide or on a sub-regional basis'.
- 16 Section 3 of the Triennial Agreement details collaborative commitments for the 2013-16 term as including, but not limited to:
- an effective Canterbury Mayoral Forum
 - developing a work programme for the Canterbury Chief Executives Forum
 - developing a shared vision for Canterbury
 - advocating on economic and social development opportunities for Canterbury
 - implementing a collaborative planning and decision making process including integrated RMA planning
 - implementing the CWMS
 - ensuring effective resilience and response to emergencies
 - integrated transport planning for the region
 - implementing the Canterbury Local Government Strategy and Policy Forum which will address common strategic policy issues generating where possible common positions and encouraging the co-ordinated sharing and reporting of information
 - developing a framework for broader collaboration across the region encompassing opportunities for greater efficiencies and effectiveness in matters such as shared services, shared capability, shared business systems, joint delivery of services, joint procurement and joint project teams / specific initiatives
 - implementing the Urban Development Strategy (UDS) for greater Christchurch.
- 17 Our achievements through collaborative action are recognised by central government and by key stakeholders in Canterbury.

- 18 Peter Winder has reviewed progress on collaboration and shared services in this triennium (2013-16) since his report to the Mayoral Forum in August 2013 (agenda item 5.)
- 19 The challenge is to give collaboration the emphasis it needs to meet the Government's direction of travel, and to continue to drive the changes that we believe are in the best interests of Canterbury.

Achievements and further opportunities

- 20 This section of the discussion paper will be revised in light of Peter Winder's report. An initial stocktake suggests, however, the following options for shared governance and shared services.

Shared governance

- 21 In this triennium (2013-16), the following initiatives have been progressed or are underway.
 - CWMS
 - Joint Public Transport Committee for Greater Christchurch
 - UDSIC – and refresh of UDS for Greater Christchurch.
- 22 Further opportunities (2016-19) might include, for example:
 - activating the Local Authority Shared Service Agency
 - creating a Canterbury Transport (or Public Transport) Authority
 - creating a Canterbury water authority (i.e. for one or more of the 3 Waters)
 - shared regional governance and funding of tourism, events and economic development.

Shared services

- 23 In this triennium (2013-16), the following initiatives have been actioned or are underway:
 - natural hazard risk management
 - contaminated land shared services support
 - road management, construction and maintenance (south and north Canterbury)
 - Canterbury Maps, LIDAR and aerial photography
 - secretariat to support regional forums
 - the Population Working Group of Policy Forum has done some good work but is not currently active
 - a 'virtual Health and Safety team' at Waimakariri, Environment Canterbury and Selwyn has been established.
- 24 Further opportunities (2016-19) might include, for example:
 - asset management information and systems
 - insurance shared services
 - IT strategy and systems
 - information management systems
 - valuation and rating services
 - centralise population analysis to provide a consistent, high quality information base for policy and planning

- health and safety shared services
- land use planning, policy and development control, and strategic, place-based planning and development, e.g. a Canterbury unitary plan
- tourism, events and economic development.

25 In terms of demonstrating that Canterbury has turned its mind to the enabling provisions signalled by the Minister, it will be important for Canterbury councils to have undertaken in the first instance, high-level analysis of the potential advantages and disadvantages of these collaboration opportunities to see whether any of them are worthy of further pursuit. That same sort of analysis will be required for other collaboration opportunities identified, as we are doing with rating and valuation services, and it will require some joint resourcing to complete that work.

Next steps

- 26 This paper and a final draft of Peter Winder's report will be revised in light of discussion at the Chief Executives Forum on 4 April, and a final draft circulated to Chief Executives and Mayors on or about 11 April for feedback by 15 April.
- 27 A final version of this discussion paper and of Winder's report will be distributed with papers for the Mayoral Forum meetings on 28-29 April 2016.

Appendix 1: Notes from teleconference calls, 18 March 2016

All Canterbury Chief Executives were party to the teleconference call at 11.30am with Dame Margaret Bazley, chair of the Mayoral Forum.

- Dame Margaret has received positive feedback from the Minister of Local Government and the Minister for Economic Development about how Canterbury is working together and leading regional economic development.
- This puts councils in a strong and secure position when the Better Local Services Bill is introduced mid-2016.
- Dame Margaret has reflected on the proposed amalgamation of Wellington and Porirua cities – the implication would be one Mayor, one Chief Executive, one staff (largely based in Wellington). Do we want to put ourselves at risk of that in Canterbury? Or will we step up and take control of our own future?
- That future is bound up with guaranteeing a reliable supply of fresh water for the next century, to enable agricultural intensification and value-added production – this in turn brings workers into the region, who then need the social infrastructure our small towns provide.
- Maintaining these communities (and services) is essential for the older people who live in our towns and rural communities. The strength of Canterbury lies in its small towns, who need the leadership and support of locally elected Mayors and councillors.
- The Minister of Local Government agrees, and does not support the establishment of community boards as in the Auckland model.
- What if we develop a system that takes maximum advantage of opportunities to collaborate by forming a 'virtual unitary authority'? That means undertaking the *functions* of a unitary authority without the *structure* – NOT one Mayor, one CE, one staff with local presence stripped out of our communities (as in Auckland) and the consequent upheaval. Because that's the alternative that could come at us in time – *doing nothing is not an option*.
- Canterbury has made huge steps forward, but we've done the easy stuff and with very little pain (or financial cost). Now we're left with the hard stuff. But the pain will also come with benefits – freeing up resources (FTEs and \$\$), and we need to calculate these.
- The decisions we need to make are about whether we've gone as far as we want to go with collaboration and shared services. Peter Winder's report will give us some ideas about what else if we're to become a virtual unitary authority. Some ideas are also in the discussion paper circulated for the teleconference. These are quite hard, but achievable, if we lift our sights to the future and focus on what we can do, then develop a long-term plan to implement a virtual unitary authority. Look out 20 years – what might we be doing collectively, how might we re-allocate resources, what would be the timeline, who would do what?
- Canterbury has created a model of Mayors leading whole-of-region projects, which has had huge spin-offs from a regional perspective. We could do the same with Chief Executives (e.g. one responsible for IT, one for HR, one for Finance ...) – a great opportunity for career development. We should also seize opportunities when a staff member leaves, to review how we do the job and alternative ways of delivering the function.
- What do we need to do to complete a virtual unitary authority? – the hard and painful bits – break them down into projects to keep it manageable.
- If we do this, we provide security to Canterbury. Plan how to take our councils and communities with us – to guarantee that local communities have their own local government, with their own Mayor, CE and staff.
- When we discuss this with Mayors on 28 April, we need to get clear what we are presenting to the Minister and LGC, so we're united and speaking with one voice.

- Comments and questions included reflection on the announcement on 16 March of the Better Local Services Bill.
- Dame Margaret further commented that:
 - if we demonstrate that Canterbury gets on and does stuff to a standard of excellence, no government will have the appetite to take us on
 - don't stop or slow down to wait for legislation – push on
 - the relationships between Mayors and Chief Executives in Canterbury, and the level of trust that has been built, are unique and special, and create exciting opportunities.

Key points made in the follow-up call at 1.30pm on 18 March were:

- if we take the lead ourselves in a consistent way, we can't be picked off by others – doing nothing is not a healthy long-term strategy
- the option of council-controlled organisations (CCOs) doesn't always make for a compelling case at present
- by a 'virtual unitary authority', do we predominantly mean support services? – some of these will prove very gnarly to deal with, but customers don't care about local government boundaries – we should aim at providing the same service, to the same level
- a next step may well be a CCO for roading, building on what's been achieved in both south and north Canterbury
- we need to think about, and put some detail around, the idea of, for example, a regional transport authority or water authority
- agreed to do a stocktake of what \$\$ are needed for 2016/17 to implement the CREDS, and also investigate collaboration opportunities – what are we up for in the coming year, and how might we fund it – secretariat to facilitate this information gathering.

Appendix 2: Known resourcing requirements and provision 2016–17 (DRAFT – WORK IN PROGRESS)

COUNCIL	KNOWN COSTS 2016-17		PROPOSED RESOURCING	
	Item	Amount (\$)	Budgeted (\$)	Other
Kaikōura	Investigation of valuation and rating services (share)	1,500	1,500	
	Canterbury Maps	3,000	3,000	
	Policy Forum annual levy (2015/16)	200	200	
Hurunui	Investigation of valuation and rating services (share)	1,500	1,500	
	Canterbury Maps	9,000	9,000	
	Policy Forum annual levy (2015/16)	415	415	
Waimakariri	Lead Education & Training (CREDS)		absorbed within budget	
	Case for Canterbury	80,000		\$40,000 from MBIE? \$40,000 from TAs by population? part-contribution from CIAL?
	Wifi in 5 town centres - capital	38,000	38,000	
	Wifi in 5 town centres - operating	up to 10,000	10,000	
	Canterbury Maps	21,000	21,000	
	Investigation of valuation and rating services (share)	6,000	6,000	
	Policy Forum annual levy (2015/16)	865	865	
Christchurch	Investigation of valuation and rating services (share)	9,000	9,000	
	Canterbury Maps	45,000	45,000	
	Policy Forum annual levy (2015/16)	1,650	1,650	
ECan	Secretariat (including overheads)	352,000	352,000	
	Canterbury Maps	150,000	150,000	
	Investigation of valuation and rating services (share)	27,000	27,000	
	Contracted work on case for a Canterbury Digital Accord	12,000	12,000	
	Policy Forum annual levy (2015/16)	1,650	1,650	
Selwyn	Township signs	10,250	10,250	
	Investigation of valuation and rating services (share)	3,000	3,000	
	Canterbury Maps	21,000	21,000	
	Wifi in Darfield and Lincoln	awaiting pricing		
	Solar charging tables		no funds committed	
	Policy Forum annual levy (2015/16)	860	860	

COUNCIL	KNOWN COSTS 2016-17		PROPOSED RESOURCING	
	Item	Amount (\$)	Budgeted (\$)	Other
Ashburton	Lead Newcomer and Migrant Settlement (CREDS)	70,000	0	resource regionally?
	Installing wifi		declined by Council	
	Promotion of district		declined by Council	
	Canterbury Maps	9,000	9,000	
	Investigation of valuation and rating services (share)	3,000	3,000	
	Policy Forum annual levy (2015/16)	780	780	
Timaru	Lead Digital Strategy (CREDS)		absorbed within budget	
	Canterbury Maps	21,000	21,000	
	Investigation of valuation and rating services (share)	6,000	6,000	
	Wifi / solar charging tables	?		Could access council economic development fund
	Policy Forum annual levy (2015/16)	780	780	
Mackenzie	Canterbury Maps	6,000	6,000	
	Investigation of valuation and rating services (share)	1,500	1,500	
	Policy Forum annual levy (2015/16)	200	200	
Waimate	Lead Value-added Production (CREDS)		absorbed within budget	
	Any additional specific amounts			fund from other resources eg reserves and/or rate for future years
	Canterbury Maps	6,000	6,000	
	Investigation of valuation and rating services (share)	1,500	1,500	
	Policy Forum annual levy (2015/16)	300	300	
Waitaki	Canterbury Maps	9,000	9,000	
	Policy Forum annual levy (2015/16)	300	300	

Chief Executives Forum

Item 7

Date: 4 April 2016

Presented by: Jim Palmer, Chair

Draft Triennial Agreement 2016–2019

Purpose

This paper provides a draft Triennial Agreement 2016-2019 and revised Mayoral Forum Charter of Purpose for consideration by the Chief Executives Forum prior to discussion at the Mayoral Forum on 29 April 2016.

Recommendations

That the Chief Executives Forum:

- 1 **approve** the draft Triennial Agreement for 2016–2019 and revised Mayoral Forum Charter of Purpose for submission to the Canterbury Mayoral Forum on 29 April 2016
- 2 **agree** to defer preparation of a draft three-year work programme until after discussion by the Mayoral Forum on 29 April 2016 of the Winder review and report of the Chief Executives Working Group on opportunities for further collaboration in Canterbury.

Preparation of briefing to incoming Mayors

- 1 On 4 December 2015, the Mayoral Forum agreed to develop a briefing to incoming Mayors following local body elections in October 2016, as provided for in section 6 of the current Triennial Agreement (Attachment 1).
- 2 The meeting also agreed to a schedule of meetings in 2016 that included consideration of a draft Triennial Agreement and three-year work programme at the April meetings of the Chief Executives Forum and Mayoral Forum.
- 3 On 26 February 2016, the Mayoral Forum endorsed proposals from the Chief Executives Forum to:
 - engage Peter Winder to review progress on collaboration and shared services in this triennium
 - request a working group of Chief Executives to explore further opportunities for collaboration, including structural and institutional arrangements to more effectively govern and manage the delivery of services, infrastructure and regulatory functions across our region.
- 4 It is proposed to defer drafting of a three-year work programme until after the Winder review and working group report have been discussed by the Mayoral Forum on 29 April 2016. I will work with the secretariat to draft a work programme for consideration by the Chief Executives Forum on 30 May, and by the Mayoral Forum on 24 June as part of signing off on the draft briefing to incoming Mayors.
- 5 A draft Triennial Agreement 2016–2019 and revised Mayoral Forum Charter of Purpose are appended (Attachments 2–3) for review and approval for submission to the Mayoral

Forum on 29 April 2016. Proposed changes (from 2013–2016) are highlighted in these documents.

Background

- 6 The Mayoral Forum is an informal meeting of Mayors of the ten territorial authorities in Canterbury and the Chair of the regional council. It is 'informal' in the sense that the Forum's decisions are not binding on member councils. Chief Executives accompany their Mayors to Forum meetings.

Triennial agreement

- 7 Not later than 1 March following triennial local government elections, local authorities within a region are required to enter into a Triennial Agreement to fulfil requirements of Section 15 of the Local Government Act 2002. The purpose of the Triennial Agreement is to ensure appropriate levels of communication and co-ordination between local authorities within the region.
- 8 The Canterbury Triennial Agreement 2013–2016:
 - itemises collaborative commitments for 2013–2016 (section 3)
 - assigns primary responsibility for communication, co-ordination and collaboration to the Mayoral Forum, supported by the Chief Executives Forum and other regional and sub-regional forums as required
 - includes an agreed Charter of Purpose for the Mayoral Forum
 - establishes the Chief Executives Forum.
- 9 While the Mayoral Forum is an 'informal' meeting and Mayors do not have delegated authority from their councils, the Mayoral Forum nevertheless does have a mandate to operate under the Triennial Agreement, which is ratified by all member councils.

Three-year work programme

- 10 Prior to local government elections in 2013, the Mayoral Forum contracted Peter Winder to prepare a report on *Options for broader collaboration between Canterbury councils* (August 2013). In January 2014, Chief Executives workshopped the Winder report and prepared a draft three-year work programme that was considered and adopted by the Mayoral Forum in February 2014.
- 11 The **Chief Executives Forum** meets quarterly and oversees the implementation of the three-year work programme. This is reported with status updates to each meeting of the Mayoral Forum.
- 12 In October 2013, the Chief Executives Forum established a **Canterbury Policy Forum** to:
 - support its implementation of the three-year work programme
 - co-ordinate and collaborate on policy responses to central government initiatives, and policy capability building.
- 13 A number of region-wide technical groups also support the Chief Executives Forum, including the Canterbury Planning Managers Group, the Canterbury Engineering Managers Group, the Finance Managers Group, the Chief Information Officers Group and the Regional Stormwater Forum.

Resourcing implications

- 14 The Mayoral Forum and Chief Executives Forum have no budget. Initiatives are club-funded on a case-by-case basis. The Policy Forum levies an agreed amount from member councils, to a total budget of \$16,500 for 2015/16.
- 15 As agreed by member councils in the Mayoral Forum Charter of Purpose appended to the Triennial Agreement for 2013–2016, Environment Canterbury has provided secretariat and executive support (approx. one FTE) to the Mayoral Forum, Chief Executives Forum, Policy Forum and Planning Managers Group.
- 16 In December 2015, the Mayoral Forum, on recommendation from the Chief Executives Forum, requested Environment Canterbury to provide this support on an ongoing basis and to resource this from an increase in the general regional rate. This is currently under consideration for Budget 2016/17: \$250,000 for two FTEs (including one existing and one additional FTE and \$30,000 goods and services for research and projects).

CANTERBURY LOCAL AUTHORITIES TRIENNIAL AGREEMENT

1. PURPOSE

All local authorities within each region enter into a triennial agreement containing communication and co-ordination protocols covering the period until the next triennial general election of members (Section 15, Local Government Act, 2002 – the Act).

The purpose of this triennial agreement for the Canterbury region is to ensure appropriate levels of communication, co-ordination and collaboration are maintained between the local authorities of our region.

2. AGREEMENT

The parties:

Ashburton District Council
Canterbury Regional Council
Christchurch City Council
Hurunui District Council
Kaikoura District Council
Mackenzie District Council
Selwyn District Council
Timaru District Council
Waimakariri District Council
Waimate District Council
Waitaki District Council

agree to work collaboratively and in good faith for the good governance and success of their districts, cities and the region.

As signatories to this agreement, each local authority will ensure that pursuant to Section 15, Local Government Act, 2002:

- Early notification to affected local authorities party to this agreement through the distribution of draft documentation, of major policy initiatives or proposals which may have implications beyond the current geographic boundaries (or for constituent authorities) of the decision-making authority. This includes the requirement of Section 15 (2) of the Local Government Act for consultation on proposals for new regional council activities where the following process will be followed.
- Any new significant activity, as defined in Section 16 (1) of the Act, proposed by the Canterbury Regional Council, will be advised to the appropriate meeting of the Canterbury Mayoral Forum, in addition to any Section 16 (1) requirement.
- Any new activity proposed by the Canterbury Regional Council not considered significant will be advised to the appropriate territorial authorities in the Canterbury Region.

Triennial Agreement – 2013-2016

- The application of a “no surprises” policy where early notice will be given of potential disagreements between, or actions likely to have significant impact on, other local authorities.

3. COLLABORATION

The local authorities in Canterbury, as signatories to this agreement, commit to working collaboratively to drive efficiencies and better provide for the needs of their communities through the provision of good quality local infrastructure, local public services and performance of regulatory functions. This collaboration may either be Canterbury wide or on a sub-regional basis.

Collaborative commitment for the 2013-2016 term will include but is not restricted to:

- An effective Canterbury Mayoral Forum (Charter of Purpose attached)
- Developing a work programme for the Canterbury Chief Executives Forum
- Developing a shared vision for Canterbury
- Advocating on economic and social development opportunities for Canterbury
- Implementing a collaborative planning and decision making process including Integrated RMA planning
- Implementing the Canterbury Water Management Strategy (CWMS)
- Ensuring effective resilience and response to emergencies
- Integrated transport planning for the region
- Implementing the Canterbury Local Government Strategy and Policy Forum which will address common strategic policy issues generating where possible common positions and encouraging the co-ordinated sharing and reporting of information
- Developing a framework for broader collaboration across the region encompassing opportunities for greater efficiencies and effectiveness in matters such as shared services, shared capability, shared business systems, joint delivery of services, joint procurement and joint project teams/specific initiatives
- Implementing the Urban Development Strategy (UDS) for greater Christchurch

4. CANTERBURY MAYORAL FORUM

Co-ordination, communication and collaboration in relation to this agreement will be primarily through, but not limited to, the Canterbury Mayoral Forum (the Forum). The Forum will meet three-monthly and operate in accordance with its agreed Charter of Purpose (attached).

The Forum will be supported by:

- The Chief Executives Forum;
- Other regional and sub-regional forums as required;
- Meetings between staff as necessary.

5. CHIEF EXECUTIVE FORUM

There will be a Chief Executive Forum reporting to the Canterbury Mayoral Forum which will develop a work programme addressing:

- (a) Identifying and escalating strategic issues and opportunities for collaboration on strategy, policy and planning from the Canterbury Local Government Strategy and Policy Forum to the Canterbury Mayoral Forum
- (b) Implementation and management of the collaborative projects and vehicles agreed by the Canterbury Mayoral Forum. This includes reporting on progress at the agreed intervals
- (c) Investigate and report back on proposals for wider regional collaboration as outlined in the August 2013 McGredy Winder & Co paper
- (d) Any other task as requested by the Canterbury Mayoral Forum

6. REVIEW AND AGREEMENT TO REVIEW

The parties to the triennial agreement will meet to consider and agree on progress on and to amendments, if any, to the agreement annually before the end of each calendar year. In addition, following a request for amendment from any one or more authorities party to this agreement in writing to the Secretary of the Forum, received at least two weeks prior to the meeting date, the Forum will meet to consider the amendment at the next available Forum meeting.

This agreement will be placed on the Forum agenda at the final Forum prior to a triennial election to review, with the purpose of recommending changes (if any) to the incoming councils.

7. LOCAL GOVERNMENT STRUCTURE

Notwithstanding the spirit of co-operation and collaboration embodied within this agreement, the local authorities, individually or collectively, reserve the right to promote, consult, and/or research change to the structure of local government within the Region.

This right is consistent with the intent of effective and efficient governance sought in the Local Government Act 2002, having particular relevance to the ideals of interest and community representation.

Local authorities will participate in the review of the regional council's representation arrangements, as required under statute, and the Mayoral Forum will also participate in the review providing the Forum's views.

Triennial Agreement – 2013-2016

8. OTHER AGREEMENTS

This agreement does not prevent local authorities entering into other agreements among themselves or outside the region to facilitate their responsibilities. Any other such agreement should not be contrary to the purpose and spirit of this agreement.

9. REGIONAL POLICY STATEMENT REVIEW


This triennial agreement will apply to any change, variation or review of the Canterbury Regional Policy Statement.

AUTHORITY

This agreement is signed on this 28th day of February 2014 by the following on behalf of their respective authorities:

COUNCIL**SIGNATURE**

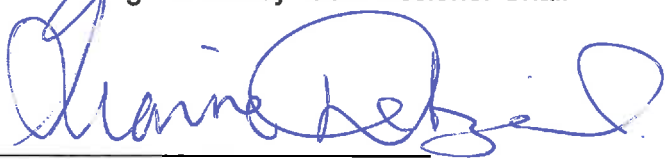
Ashburton District Council


 Angus McKay – Mayor

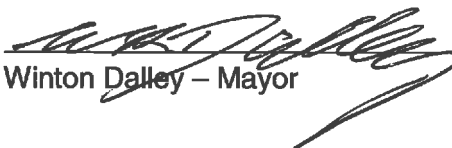
Canterbury Regional Council


 Dame Margaret Bazley – Commissioner Chair

Christchurch City Council


 Lianne Dalziel – Mayor

Hurunui District Council


 Winton Dalley – Mayor

Kaikoura District Council



 Winston Gray – Mayor

Mackenzie District Council


 Claire Barlow – Mayor

Triennial Agreement – 2013-2016

Selwyn District Council



Kelvin Coe – Mayor

Timaru District Council



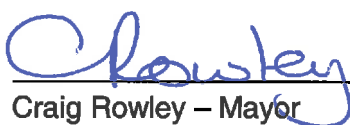
Damon Odey – Mayor

Waimakariri District Council



David Ayers – Mayor

Waimate District Council



Craig Rowley – Mayor

Waitaki District Council



Gary Kircher – Mayor

CANTERBURY MAYORAL FORUM

CHARTER OF PURPOSE 2013-2016

1. NAME

The name of the group shall be Canterbury Mayoral Forum.

2. OBJECTIVES

- (a) To provide a forum to enable the group to work more collaboratively with each other and the region's community leaders in an endeavour to identify opportunities and solve problems together.
- (b) To identify and prioritise issues of mutual concern and foster co-operation amongst members to address these issues (including where appropriate joint work plans).
- (c) To formulate policies and strategies on matters where all member councils may act collaboratively in determining plans for the co-ordination of regional growth.
- (d) To ensure increased effectiveness of local government in meeting the needs of Canterbury communities.
- (e) To act as an advocate to central government or their agencies or other bodies on issues of concern to members.
- (f) To develop and implement programmes, which are responsive to the needs and expectations of the community.

3. PRINCIPLES

In pursuit of these objectives the Canterbury Mayoral Forum will observe the following principles:

- (a) Establish and maintain close liaison with other local government networks to ensure as far as possible the pursuit of common objectives and the minimisation of duplication.
- (b) Establish and maintain close liaison with Ministers of the Crown and local Members of Parliament.
- (c) Establish and maintain close liaison with a wide number of diverse stakeholders and key sector organisations within the region.
- (d) Exercise its functions with due regard to the tangata whenua and cultural diversity of the Canterbury community.
- (e) Keep the local community informed about its activities.

- (f) Encourage member councils to promote and apply cross-boundary structures and systems.
- (g) Establish a provision for reporting back to its respective Councils.

4. POWERS

- (a) The Canterbury Mayoral Forum shall have the power to:
 - (i) Levy for any or all of its objects in such amount or amounts as may be mutually determined and acceptable to individual local authorities.
 - (ii) determine and make payments from its funds for any or all of the purposes of its objects.
 - (ii) Receive any grant or subsidy and apply monies for the purposes of such grant or subsidy.
 - (iv) Fund appropriate aspects of the Forums activities regionally.
- (b) The Canterbury Mayoral Forum does not have the power to legally bind any council to any act or decision unless that act or decision has been agreed to by decision of that council.

5. MEMBERSHIP

- (a) Membership of the Canterbury Mayoral Forum shall be open to the following councils.
 - Ashburton District Council
 - Christchurch City Council
 - Environment Canterbury
 - Hurunui District Council
 - Kaikoura District Council
 - Mackenzie District Council
 - Selwyn District Council
 - Timaru District Council
 - Waimakariri District Council
 - Waimate District Council
 - Waitaki District Council
- (b) Each member council shall be represented by its Mayor (or Chairperson in the case of Environment Canterbury) and supported by its Chief Executive.
- (c) The Canterbury Mayoral Forum will have the power to co-opt other members on a permanent and/or issues basis.

6. CHAIRPERSON

- (a) The Canterbury Mayoral Forum shall appoint a Chairperson at the first meeting immediately following the Triennial Elections. This appointment may be reviewed after a period of 18 months.
- (b) The Chairperson elected will preside at all meetings of the Canterbury Mayoral Forum.
- (c) The Canterbury Mayoral Forum shall elect a Deputy Chairperson at the first meeting immediately following the Triennial Elections.
- (d) The Canterbury Mayoral Forum may appoint spokespersons from its membership for issues being considered.

7. MEETINGS

- (a) Meetings will be held as required with an annual schedule, covering a calendar year, to be determined by the members. It is anticipated that meetings would be held three-monthly at venues to be determined.
- (b) Special meetings may be called at the request of four Mayors/Chairpersons.
- (c) A working group of Chief Executives will facilitate preparation of material proposing to be considered by the Canterbury Mayoral Forum.
- (d) Agendas for meetings will be issued and minutes would be taken and circulated.

8. DECISION MAKING

The practice of the Forum will be to determine issues before it by consensus. If the consensus is to determine issues by voting the determination shall be determined by a majority of votes of the authorities represented at the meeting through the Mayor (or Chair) or their nominated representative.

9. SECRETARIAT

The Canterbury Mayoral Forum will appoint Environment Canterbury to carry out the secretariat function on such terms and conditions, as it shall decide for the discharge of duties, including the taking of minutes and the keeping of any books and accounts and attending to any other business of the forum.

CANTERBURY LOCAL AUTHORITIES TRIENNIAL AGREEMENT**1. PURPOSE**

Not later than 1 March following triennial local government elections, local authorities within a regional council area are required to enter into a Triennial Agreement (S.15 of the Local Government Act 2002). The purpose of the Triennial Agreement is to ensure appropriate levels of communication, co-ordination and collaboration between local authorities within the region.

The Triennial Agreement is ratified by all member councils.

2. AGREEMENT

The parties:

Ashburton District Council
 Canterbury Regional Council (Environment Canterbury)
 Christchurch City Council
 Hurunui District Council
 Kaikōura District Council
 Mackenzie District Council
 Selwyn District Council
 Timaru District Council
 Waimakariri District Council
 Waimate District Council
 Waitaki District Council

agree to work collaboratively and in good faith for the good governance and success of their districts, cities and the region.

As signatories to this Agreement, each local authority will ensure that pursuant to Section 15, Local Government Act, 2002:

- early notification to affected local authorities party to this Agreement through the distribution of draft documentation of major policy initiatives or proposals that may have implications beyond the current geographic boundaries (or for constituent authorities) of the decision-making authority. This includes the requirement of Section 15 (2) of the Local Government Act for consultation on proposals for new regional council activities where the following process will be followed.
- any new significant activity, as defined in Section 16 (1) of the Act, proposed by the Canterbury Regional Council, will be advised to the appropriate meeting of the Canterbury Mayoral Forum, in addition to any Section 16 (1) requirement
- any new activity proposed by the Canterbury Regional Council not considered significant will be advised to the appropriate territorial authorities in the Canterbury Region
- the application of a “no surprises” policy where early notice will be given of potential disagreements between, or actions likely to have significant impact on, other local authorities.

3. COLLABORATION

The local authorities in Canterbury, as signatories to this Agreement, commit to working collaboratively to drive efficiencies and better provide for the needs of their communities through the provision of good quality local infrastructure, local public services and performance of regulatory functions. This collaboration may either be Canterbury wide or on a sub-regional basis.

Collaborative commitment for the 2016-2019 term will include but is not restricted to:

- an effective Canterbury Mayoral Forum (Charter of Purpose attached)
- developing **and voicing** a shared vision for Canterbury
- **continuing to develop and implement the Canterbury Regional Economic Development Strategy, and** advocating on economic and social development opportunities for Canterbury
- **continuing to implement** the Canterbury Water Management Strategy (CWMS)
- integrated transport planning for the region
- **refreshing and** implementing the Urban Development Strategy (UDS) for greater Christchurch
- developing a three-year work programme for the Canterbury Chief Executives Forum, including a framework for collaboration in the governance and management of effective and efficient delivery of services, infrastructure and regulatory functions across the region
- **working through the Canterbury Policy Forum** to address common strategic policy issues, generating where possible common positions **and submissions**, and facilitating the co-ordinated sharing and reporting of information
- implementing a collaborative planning and decision making process including integrated RMA planning
- ensuring effective resilience and response to **civil defence and** emergency management, **and natural hazard risk management.**

4. CANTERBURY MAYORAL FORUM

Co-ordination, communication and collaboration in relation to this Agreement will be primarily through, but not limited to, the Canterbury Mayoral Forum (the Forum). The Forum will meet **at least** three-monthly and operate in accordance with its agreed Charter of Purpose (attached).

The Forum will be supported by:

- the Chief Executives Forum
- **the Canterbury Policy Forum**
- other regional and sub-regional forums **and working groups** as required.

5. CHIEF EXECUTIVES FORUM

There will be a Chief Executives Forum reporting to the Canterbury Mayoral Forum, which will develop a **three-year** work programme that:

- implements and manages collaborative projects and agreed actions of the Canterbury Mayoral Forum
- identifies and escalates strategic issues and opportunities for collaboration on strategy, policy and planning from the Canterbury Policy Forum to the Canterbury Mayoral Forum

- includes a framework for collaboration in the governance and management of effective and efficient delivery of services, infrastructure and regulatory functions across the region.

6. REVIEW AND AGREEMENT TO REVIEW

The parties to the Triennial Agreement will meet to consider and agree on progress on and to amendments, if any, to the agreement annually before the end of each calendar year. In addition, following a request for amendment from any one or more authorities party to this agreement in writing to the **Chair** of the Forum, received at least two weeks prior to the meeting date, the Forum will meet to consider the amendment at the next available Forum meeting.

This Agreement will be placed on the Forum agenda at the final Forum prior to a triennial election to review, with the purpose of recommending changes (if any) to the incoming councils.

7. LOCAL GOVERNMENT STRUCTURE

Notwithstanding the spirit of co-operation and collaboration embodied within this Agreement, the local authorities, individually or collectively, reserve the right to promote, consult, and/or research change to the structure of local government within the Region.

This right is consistent with the intent of effective and efficient governance sought in the Local Government Act 2002, having particular relevance to the ideals of interest and community representation.

Local authorities will participate in the review of the regional council's representation arrangements, as required under statute, and the Mayoral Forum will also participate in the review providing the Forum's views.

8. OTHER AGREEMENTS

This Agreement does not prevent local authorities entering into other agreements among themselves or outside the region to facilitate their responsibilities. Any other such agreement should not be contrary to the purpose and spirit of this Agreement.

9. REGIONAL POLICY STATEMENT REVIEW

This Triennial Agreement will apply to any change, variation or review of the Canterbury Regional Policy Statement.

AUTHORITY

This agreement is signed on this _____ day of _____ 201__ by the following on behalf of their respective authorities:

COUNCIL	SIGNATURE
Ashburton District Council	_____
Canterbury Regional Council	_____
Christchurch City Council	_____
Hurunui District Council	_____
Kaikōura District Council	_____
Mackenzie District Council	_____
Selwyn District Council	_____
Timaru District Council	_____
Waimakariri District Council	_____
Waimate District Council	_____
Waitaki District Council	_____

CANTERBURY MAYORAL FORUM

CHARTER OF PURPOSE 2016–2019

1. NAME

The name of the group shall be **the** Canterbury Mayoral Forum.

2. OBJECTIVES

- (a) To provide a forum to enable **Canterbury councils** to work more collaboratively with each other **and with central government and other key sector leaders in Canterbury** to identify opportunities and solve problems together.
- (b) To identify and prioritise issues of mutual concern and foster co-operation, **co-ordination and collaboration** to address these issues (including where appropriate joint work plans).
- (c) To formulate policies and strategies on matters where all member councils may act collaboratively in determining plans for the co-ordination of regional growth.
- (d) To ensure increased effectiveness of local government in meeting the needs of Canterbury communities.
- (e) To act as an advocate to central government or their agencies or other bodies on issues of concern to members.
- (f) To develop and implement programmes, which are responsive to the needs and expectations of the community.

3. PRINCIPLES

In pursuit of these objectives the Canterbury Mayoral Forum will observe the following principles:

- (a) Establish and maintain close liaison with other local government networks to ensure as far as possible the pursuit of common objectives and the minimisation of duplication.
- (b) Establish and maintain close liaison with Ministers of the Crown and local Members of Parliament.
- (c) Establish and maintain close liaison with a wide number of diverse stakeholders and key sector organisations within the region.
- (d) Exercise its functions with due regard to the tangata whenua and cultural diversity of the Canterbury community.
- (e) Keep the local community informed about its activities.
- (f) Encourage member councils to promote and apply cross-boundary structures and systems.

- (g) Establish a provision for reporting back to its respective Councils.

4. POWERS

- (a) The Canterbury Mayoral Forum shall have the power to:
- (i) Levy for any or all of its objects in such amount or amounts as may be mutually determined and acceptable to individual local authorities.
 - (ii) determine and make payments from its funds for any or all of the purposes of its objects.
 - (ii) Receive any grant or subsidy and apply monies for the purposes of such grant or subsidy.
 - (iv) Fund appropriate aspects of the Forum's activities regionally.
- (b) The Canterbury Mayoral Forum does not have the power to legally bind any council to any act or decision unless that act or decision has been agreed to by decision of that council.

5. MEMBERSHIP

- (a) Membership of the Canterbury Mayoral Forum shall be open to the following councils.
- Ashburton District Council
 - Canterbury Regional Council (Environment Canterbury)
 - Christchurch City Council
 - Hurunui District Council
 - Kaikōura District Council
 - Mackenzie District Council
 - Selwyn District Council
 - Timaru District Council
 - Waimakariri District Council
 - Waimate District Council
 - Waitaki District Council
- (b) Each member council shall be represented by its Mayor (or Chairperson in the case of Environment Canterbury) and supported by its Chief Executive. On occasions where the Mayor or Chair cannot attend, a council may be represented by its Deputy Mayor or Chair.
- (c) The Canterbury Mayoral Forum will have the power to co-opt other members on a permanent and/or issues basis.

6. CHAIRPERSON

- (a) The Canterbury Mayoral Forum shall appoint a Chairperson at the first meeting immediately following the Triennial Elections. This appointment may be reviewed after a period of 18 months.

- (b) The Chairperson elected will preside at all meetings of the Canterbury Mayoral Forum.
- (c) The Canterbury Mayoral Forum shall elect a Deputy Chairperson at the first meeting immediately following the Triennial Elections.
- (d) The Canterbury Mayoral Forum may appoint spokespersons from its membership for issues being considered.

7. MEETINGS

- (a) Meetings will be held as required with an annual schedule, covering a calendar year, to be determined by the members. It is anticipated that meetings would be held three-monthly at venues to be determined.
- (b) Special meetings may be called at the request of four Mayors/Chairpersons.
- (c) A working group of Chief Executives will facilitate preparation of material **for consideration by** the Canterbury Mayoral Forum.
- (d) Agendas for meetings will be issued and minutes **will** be taken and circulated.

8. DECISION MAKING

The practice of the Forum will be to determine issues before it by consensus. If the consensus is to determine issues by voting, the determination shall be determined by a majority of votes of the authorities represented at the meeting through the Mayor (or Chair) or their nominated representative.

9. SECRETARIAT

The Canterbury Mayoral Forum will appoint Environment Canterbury to carry out the secretariat function on such terms and conditions as it shall decide for the discharge of duties, including the taking of minutes and the keeping of any books and accounts and attending to any other business of the forum.

Chief Executives Forum

Item 9

Date: 4 April 2016

Presented by: Angela Oosthuizen, Kaikōura District Council

Purchase and installation of solar charging tables

Purpose

This paper provides information on SolarBright charging tables and seeks an indication of interest from member councils in bulk purchase of these at a discounted price.

Recommendations

That the Chief Executives Forum:

- 1 **note** that investigating the bulk purchase and installation of solar charging tables is an action in the draft Canterbury Visitor Strategy 2016
- 2 **note** the information provided on SolarBright charging tables
- 3 **invite** member councils to advise Angela Oosthuizen if they are interested in participating in a bulk purchase of solar charging tables.

Background

- 1 An action in the draft Canterbury Visitor Strategy 2016 is to investigate bulk purchase and installation of solar charging tables in selected Canterbury towns, to enhance the visitor experience and encourage travellers to stop and see something of our towns.

SolarBright charging tables

- 2 SolarBright is a Christchurch lighting and solar energy company which worked with ENI Engineering to develop the product. The company uses other local Canterbury businesses in the product's manufacture.
- 3 Currently five tables have been installed in Christchurch, in addition to a solar-powered charging station in a bus shelter in Linwood. Auckland City is also purchasing tables.
- 4 The standard cost per table is \$6,500 + GST + delivery + installation. (The tables weigh approximately 500kg and depending on where they are to be sited, may require a concrete pad.) They are manufactured to order, with delivery approximately six weeks from order placement.
- 5 SolarBright is open to negotiating a discounted price for a bulk order. This paper seeks an indication of interest in negotiating a bulk purchase.




Q&As


6 A basic fact sheet is appended below.

- The solar charge table has a solar panel built in. It is designed for public spaces and has seats. The table can be used to charge a range of mobile devices such as tablets, phones, game consoles and e-book readers.
- Each table has batteries that can charge 19 phones from dead flat to full before running out of charge. The latest solar power technology means that even on cloudy days, the table will generate electricity to charge the batteries. The tables provide a sustainable energy source that adds community resilience in the event of widespread power cuts.
- The table has four USB charging ports and one induction charge point. People need to bring their own USB cables to connect their phones. Future tables may include greater use of induction charging.
- Charging rates are on a par with mains electrical power – a standard phone will take 2.5 hours to charge from flat. The tables have built-in surge protection to ensure a constant flow of electricity to safeguard any devices being charged.
- Any member of the public or visitors can use the tables. Depending on where they are located, they could also provide access to free wifi as well as solar charging.

Appendix: SolarBright solar charging tables


SolarBright™
 Next Generation Lighting


SOLAR Charging Table








In a fast moving technological world we have developed and evolved to live in, its great to know that there are inventors out there to support our ever growing need for smart mobile devices.

The Solar Charging Table allows the public or who ever has access to the table to sit down, plug in and charge away with the power of the sun.

120W Polycrystalline Solar Panel
 2400mm x 1200mm x 800mm
 4x fuse protected 5V regulated USB charging sockets



-  **Easy to install.**
-  **NZ design and assembled.**
-  **Globally patented technology, developed right here in NZ.**
-  **Durable and built to last.**



Email sales@solarbright.co.nz
 Freephone 0508 LED LED
 Visit www.solarbright.co.nz

Chief Executives Forum

Item 10

Date: 4 April 2016

Presented by: Wayne Barnett

Regional visitor strategy: Supporting growth in tourism in Canterbury through encouraging investment in quality accommodation

Purpose

This paper provides Chief Executives with:

- an outline of a proposal to encourage investment in large-scale quality hotel accommodation in the Canterbury region
- an update on work to resolve issues with freedom camping.

Recommendations

That the Chief Executives Forum:

- 1 **discuss** the proposed approach to encouraging investment in quality hotel accommodation, including:
 - 1.1 the objectives of this work
 - 1.2 which councils have suitable sites for development and are interested in collaborating to market these sites
 - 1.3 the extent to which steps could be taken to prepare sites for market, in particular, whether preparation should focus on ensuring sites are appropriately zoned, or whether it could extend to pre-consenting certain sites and considering consistency of consent requirements across councils.
- 2 **note** the proposed approach to addressing issues arising from freedom camping, as agreed by the Policy Forum on 18 March 2016.

Background

- 1 The Mayoral Forum has initiated a project to identify and pre-consent suitable sites for development, in a consistent manner, for hotels across the Canterbury region. The Mayoral Forum agreed to the development of a template that will assist councils to identify suitable sites in their area.
- 2 To support this work, Mayors have written to the Prime Minister to seek certainty on the timing of the rebuild of the Christchurch convention centre and events centre (stadium). These facilities will bring more off-season visitors to the Canterbury region and strengthen the business case for investment in quality hotels.
- 3 The region has also been facing issues with rubbish and human waste, associated with an increase in freedom camping, and the Mayoral Forum has agreed to work on a joint response.

Encouraging investment in quality hotel accommodation

The opportunity

- 4 The new direct route to Christchurch from Guangzhou on China Southern Airlines reinforces Christchurch City's role as a destination and gateway to the Canterbury region and South Island.
- 5 Our district and regional tourism organisations have advised that we urgently need additional quality hotel accommodation, not only in Christchurch, but also in smaller centres like Kaikōura and Tekapo. The Canterbury Development Corporation has indicated that the scale of investable opportunities has been too small to attract big investors to date, and that overseas investors are interested in establishing large four to five star hotels.
- 6 Any single project on its own is unlikely to be viable because of the interest in larger-scale opportunities and concerns about the seasonality of demand. Mayors have therefore discussed the opportunity to pull together a package for investors to consider, involving a chain of hotels in a number of places in the Canterbury region and accompanying information about sites. Information should help to streamline processes to reduce preparatory work (and therefore the costs of development), as well as highlight the potential for viable investment.
- 7 There is a clear need to be proactive in encouraging investment and taking a collaborative approach to doing so. Territorial authorities need to consider whether they have suitable properties for hotel developments, and what steps they can take in relation to those properties to streamline the process for developers, reducing cost and risk.

The proposal

- 8 A template is proposed as the first step toward pulling this package together.
- 9 The template could potentially provide for the following standard information:
 - a description of the site (including features such as size, carparking, restrictions on access)
 - information about zoning
 - a description of the consenting requirements that are relevant to that site
 - information about access to services (such as broadband and water)
 - demographics (e.g. information on visitor flow, occupancy rates within the district, information on seasonality), visitor attractions and activities.
- 10 At the same time, councils need to discuss the extent to which proactive work should occur to prepare sites. Ideally, sites should be appropriately zoned in advance. There is also the option of pre-consenting sites (as has happened in one location in Kaikōura). However, conversations with industry experts suggest there is a risk that additional consenting work might be required depending on the developers plans – so it is not clear yet whether pre-consenting will generally be an effective use of resources. There may also be value in comparing the consistency of consenting requirements across councils, and considering whether there are opportunities to improve consistency.
- 11 Step two of this work will involve councils undertaking a joint marketing campaign, using a common agent to advance mutual interests. It is likely councils would need to engage an external party with appropriate expertise.

- 12 There may also be value in considering whether any localities outside of the Canterbury region could be invited to participate in this initiative.

Update on freedom camping

- 13 Current issues, opportunities, and proposals for regulating freedom camping in Canterbury were discussed at the Canterbury Policy Forum on 18 March 2016. Banks Peninsula, Kaikōura, and Mackenzie, in particular, have been facing significant issues lately with rising numbers of freedom campers.
- 14 The discussion focused around encouraging responsible freedom camping in the region, to benefit to local economies. Members of the group agreed to undertake a joined-up approach across the region by establishing a working group to develop a region-wide consistent response in order to:
- identify common issues as well as those affecting only a small number of councils, in order to achieve overall destination management
 - examine existing bylaws in regions to determine opportunities to identify the most appropriate tools to address issues across different councils
 - focus on the key areas of visitor marketing (communications and education)
 - develop a multi-agency response through partnership between local government, relevant central government agencies, and key tourism industry organisations (TIANZ, NZMCA, and rental companies).
- 15 The next steps for this work will involve:
- developing Terms of Reference for the working group
 - a workshop to establish the working group and progress matters.

Financial implications

- 16 Financial implications will be considered as proposals are developed. Engaging an external party to market the package of potential hotel sites would have financial implications.

Value proposition

- 17 We are aiming to identify a 'basket' of investment opportunities, supported by visitor attractions, activities and services, to attract major capital investment to Canterbury. At the same time, we need to manage issues associated with an increase in freedom camping.

Risk assessment and legal compliance

- 18 This work will be undertaken as part of the development of proposals.

DCANTERBURY MAYORAL FORUM WORK PROGRAMME, 2013–16

NATIONAL/CENTRAL GOVERNMENT PRIORITIES – AND KEY PRIORITIES FOR THE CANTERBURY MAYORAL FORUM

Objective: align with and influence central government and sector priorities, initiatives, policy and regulation – ensure a strong local government ‘voice’ on issues affecting Canterbury, and collaborate to address issues and opportunities for the region as a whole.

WHAT	BY WHEN	TASKS	WHO	VIA	STATUS
1. CERA Transition	May 2015	<ul style="list-style-type: none"> brief report on progress and anticipated timeframes for legislation/implementation 	CMF	CEAG	<ul style="list-style-type: none"> Government released a draft plan, <i>Greater Christchurch Earthquake Recovery: Transition to Regeneration</i>; submissions closed 30 July 2015 Greater Christchurch Regeneration Bill introduced 19 Oct 2015; First Reading 22 Oct 2015; referred to Local Government & Environment Select Committee for submissions by 4 Dec 2015 and report to the House by 25 Feb 2016 COMPLETED
2. ECan governance and representation reviews	May 2015	<ul style="list-style-type: none"> information sharing and input, including an update on representation reviews across the region 	CMF	CEF	<ul style="list-style-type: none"> discussion with Hons Smith and Upston 27 Feb 2015 all councils and Mayoral Forum made submissions Government decisions announced 8 July 2015 Environment Canterbury (Transitional Governance Arrangements) Bill introduced 26 Aug 2015; First Reading 13 October; referred to Local Government & Environment Select Committee for submissions by 19 Nov 2015 and report to the House by 15 Feb 2016 submission on behalf of 9 of 11 members lodged 19 Nov 2015; presented to Select Committee 25 Nov 2015 COMPLETED
3. Earthquake rebuild, greater Christchurch	Ongoing	<ul style="list-style-type: none"> keep CMF informed and able to maintain an overview of implications for the wider region, including as the rebuild peaks and decelerates maximise opportunities while this continues to be a priority for central government 	UDS partners	CEAG/CCC	<ul style="list-style-type: none"> picked up in CREDS (items 7-13) and UDS refresh CCC presented to CEF Feb 2016 on CERA transition, Regenerate Christchurch and direction and developments at CCC
4. Maximising the growth of Canterbury's economy	May 2015	<ul style="list-style-type: none"> develop Canterbury Regional Economic Development Strategy (CREDS) 	CMF	CEF	<ul style="list-style-type: none"> strategy and work programmes developed and launched 28 Aug 2015 – SEE BELOW, ITEMS 7-13
5. RMA reform a. Making land available for housing	Dec 2015	<ul style="list-style-type: none"> 5a includes Rules Reduction Task Force and Productivity Commission review of provision of land for housing joint analysis and submission – distinguish Canterbury from Auckland issues and include a non-metro perspective, especially on freshwater management conduct joint analysis and prepare draft submissions for consideration by the CEF and CMF identify opportunities to integrate RPs/DPs 	CMF	CPF/CCC	<ul style="list-style-type: none"> awaiting draft legislation Rules Reduction Taskforce discussed by CEF 11 May 2015 analysis led by WDC informed and strengthened Canterbury submissions on Productivity Commission draft report on <i>Using land for housing</i>

WHAT	BY WHEN	TASKS	WHO	VIA	STATUS
b. Principles/purpose (ss.6-7), integrated regional and local plans, freshwater collaborative planning		<ul style="list-style-type: none"> share policy resource and support for plan development 		CPF/ECan	<ul style="list-style-type: none"> awaiting draft legislation Canterbury submission on Resource Legislation Amendment Bill submitted 14 March 2016 (interim submission) and on 24 March 2016 (full submission). Submissions were prepared by the Planning Managers Group with assistance from the secretariat
6. Infrastructure (roads, water, broadband)	Aug 2015	a) develop an overview of the region's 30-year infrastructure strategies (and how these relate to Service Delivery Reviews) legislated in the 2014 amendments to the Local Government Act 2002 and report to CEF	CEF	CPF/SDC & WDC	<ul style="list-style-type: none"> CPF commissioned Jan 2015, endorsed by CEF Feb 2015 CPF will review infrastructure strategies post-adoption of 2015 LTPs - scope of analysis agreed by CEF 3 Aug 2015 reported to CEF 15 Feb 2016 and referred to engineering managers for consideration and recommendation (in consultation with finance managers) to CEF 4 Apr 2016 – deferred to 30 May 2016 Andrea Reeves OAG invited to CEF 4 April 2016
	Aug 2015	b) monitor emergence of a National Infrastructure Plan expected from central government mid-2015, identify regional priorities as a basis for submission / advocacy to central government and report to CMF 29 May 2015	CMF	CPF/TDC	<ul style="list-style-type: none"> CPF representation at MBIE workshop 1 May 2015 Plan (National Infrastructure Unit, Treasury) released 21 Aug 2015 NIU involved in transport workshop 2 Dec 2015

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CANTERBURY REGIONAL ECONOMIC DEVELOPMENT STRATEGY

Vision: A region making the most of its natural advantages to build a strong, innovative economy with resilient, connected communities and a better quality of life for all.

Objective: Maximise the economic growth of Canterbury and position this for when the earthquake rebuild peaks, by ensuring the region makes co-ordinated, optimal investment and development decisions that position it for long-term, sustainable growth.

WHAT	BY WHEN	TASK	WHO	VIA	STATUS
7. Integrated regional transport planning and investment (Mayor Winton Dalley and HDC, supported by ECan)	Dec 2015	complete the review of public transport governance and delivery arrangements in greater Christchurch initiated with the Minister of Transport in February 2015	WDC, CCC, SDC, ECan	CEs working group	<ul style="list-style-type: none"> draft report to CMF 28 Aug 2015 progress report to CEF 9 Nov 2015 final report to CMF 4 Dec 2015 COMPLETED
		ECan to ensure public transport needs and interests in Timaru District and wider region are addressed	ECan		<ul style="list-style-type: none"> progress report to CEF 9 Nov 2015 reported to CMF 4 Dec 2015 COMPLETED
	May 2015	Review the scope, focus and membership of RTC and develop a joint work programme between CPF and TOG to align strategy and planning, build capability and review and develop the evidence base to implement the Mayoral Forum's strategy	ECan		<ul style="list-style-type: none"> agreed May 2015 – ongoing reviewed CEF 9 Nov 2015 – ECan to progress
	Aug 2015	Convene a regional transport forum to identify barriers and opportunities for integrated, multi-modal transport planning and investment	Winton Dalley		<ul style="list-style-type: none"> forum convened 12 August workshop 2 Dec 2015 meeting to be convened before 24 June 2016

WHAT	BY WHEN	TASK	WHO	VIA	STATUS
	Dec 2015	<ul style="list-style-type: none"> Work with NZTA, SB Logistics and CEs of Kiwirail, airports and ports to scope data sharing and analysis to inform decision making 	CMF	HDC, ECan	<ul style="list-style-type: none"> workshop held 2 Dec 2015 workshop held 29 Jan 2016 <u>RFP to be issued April 2016</u>
	Dec 2015	<ul style="list-style-type: none"> Strengthen connections with other South Island Regional Transport Committees 	CMF	ECan / RTC	<ul style="list-style-type: none"> Environment Southland participating in workshop on 2 Dec 2015 meetings/teleconference calls scheduled for early 2016 with all South Island RTCs Meetings/videoconferences with all South Island RTC Chairs and staff have occurred (February – March 2016) Meeting with Wellington staff has also taken place (March 2016) Meeting of South Island RTC Chairs and officials proposed for May/June 2016
	Jul 2016	<ul style="list-style-type: none"> Engage early with MoT on refresh of Canterbury RLTP, to encourage a more multi-modal approach to land transport in the new GPS likely to be released in 2017 	CMF	HDC, ECan	<ul style="list-style-type: none"> Initial conversations with MoT have occurred; will be followed up after workshop on 2 Dec 2015
8. Digital connectivity (Mayor Damon Odey and TDC, supported by Commissioner David Bedford, ECan)	Ongoing	<ul style="list-style-type: none"> Liaison with and advocacy to central government for connectivity solutions for the Canterbury region 	CMF		<ul style="list-style-type: none"> correspondence with Ministers Dec 2014, Jul 2015 meeting with Minister of Communications Jun 2015 conversations with Minister for Economic Development and Crown Fibre Holdings Feb/<u>March</u> 2016
	Jun 2015	<ul style="list-style-type: none"> GIS map areas that currently lack mobile and broadband coverage and overlay with current and future irrigated land to identify where digital connectivity may be a barrier to development 	ECan	Canterbury Maps	<ul style="list-style-type: none"> done – and used as basis for advocacy with MBIE and Ministers to be repeated as at 30 June 2016
	Jun 2015	<ul style="list-style-type: none"> Meet with Spark NZ and key stakeholders to assess opportunities for an accelerated roll-out of 4G mobile broadband across Canterbury – and provide data and information to support Spark's decision-making on this 	Damon Odey	Supported by ECan	<ul style="list-style-type: none"> done – announced 10 Dec 2015
	Jul 2015	<ul style="list-style-type: none"> Support and co-ordinate Registrations of Interest to MBIE for Ultra-fast Broadband II, Rural Broadband Initiative II and Mobile Black Spot Fund 	TDC	With EDAs and Alpine Energy	<ul style="list-style-type: none"> done Alpine Energy has analysed ROIs to inform further work (Sep 2015)
	Mar 2016	<ul style="list-style-type: none"> Review consents barriers and consistency of approach across the region's TLAs (telecommunications easements and subdivision consents, Corridor Access Requests, single point of contact in councils to facilitate dealings with all partners for telecommunications consents) 	CEF	PMG	<ul style="list-style-type: none"> commissioned Sep 2015 reported to CEF (telecommunications and value-added production) Feb 2016
	Feb 2016	<ul style="list-style-type: none"> Build a business case to Crown Fibre Holdings (with Enable, Chorus, lines companies, EDAs, irrigation schemes and other major infrastructure providers) to fund a whole-of-region solution that provides back-haul and connects UFB and the RBI, fibre and wireless, to create a fully connected Canterbury 	CMF	CCG	<ul style="list-style-type: none"> commissioned in workshop with Connected Canterbury Group 18 Nov 2015 in discussion with Crown Fibre Holdings Feb/<u>March</u> 2016

WHAT	BY WHEN	TASK	WHO	VIA	STATUS
9. Freshwater management and irrigation infrastructure (CWMS – Commissioner David Caygill and ECan) – reported quarterly to the CMF	Ongoing	<ul style="list-style-type: none"> CWMS infrastructure work programme – an integrated approach to water supply and distribution infrastructure 	CWMS RC		<ul style="list-style-type: none"> model to assess infrastructure options in South Canterbury is complete Government is reassessing how the Irrigation Acceleration Fund works (funding has been confirmed and increased) Irrigation NZ has received \$5 million from Primary Growth Partnership for SMART irrigation – an opportunity to link the CREDS water infrastructure, digital connectivity and value-added production work programmes infrastructure project updates reported to CMF 26 Feb 2016
	Ongoing to 2022	<ul style="list-style-type: none"> Zone Committees lead a collaborative community process to establish environmental limits, which ECan then implements through the Land and Water Regional Plan 	CWMS ZCs	with ECan	<ul style="list-style-type: none"> Hinds decision due in Dec 2015; South Coastal Canterbury hearings underway; Waitaki catchment notification delayed until Feb 2016; science preparation underway for Waimakariri and Orari to Pareora LWRP operative; plan change 5 notified 13 Feb 2016; update provided to CMF 26 Feb 2016
	Ongoing	<ul style="list-style-type: none"> Regional storm water forum identifies cost-effective storm water systems and ensures consistent storm water management planning and consenting with improved environmental performance 	CEF	RSWF	<ul style="list-style-type: none"> draft assessment of stormwater treatment construction costs prepared final draft gap analysis of best practice guidance prepared draft consent ownership framework, with clarification of stormwater roles and responsibilities, prepared
	Ongoing	<ul style="list-style-type: none"> Whakaora Te Waihora, Wainono Lagoon and other restoration programmes 	ECan		<ul style="list-style-type: none"> ongoing – awaiting decisions on Government funding – i.e., how its environmental enhancement fund (\$100 million) will be spent ZIP delivery update reported to CMF 26 Feb 2016
10. Value-added production (Mayor Craig Rowley and WmDC)	Dec 2015 and ongoing	<ul style="list-style-type: none"> Identify key sector leaders and establish an advocacy group of up to 20 members ('movers and shakers' from developing and established businesses and leaders in research and development) with vision and passion to grow Canterbury's economy) – and consult and communicate with them regularly on an ongoing basis to: <ul style="list-style-type: none"> identify barriers to value-added production and propose possible solutions establish networking opportunities and open lines of communication and advocacy with local and central government achieve agreed, action-based targets share information across the region about innovation and new developments in value-added production work closely with ECan re. the CWMS and associated zone committees 	WmDC		<ul style="list-style-type: none"> meetings held 24 Nov and 3 Dec 2015 with CREDS reference group members, to agree selection criteria for an advocacy group feedback shared with CMF Chair on priority of investment and irrigation infrastructure 16 March 2016
	Mar 2016 and ongoing	<ul style="list-style-type: none"> Share information across the region on how these innovations and developments are impacted and progressed by current local/central government policy/regulation/planning/consenting processes – each council to assign responsibility to an officer to maintain a watching brief on value-added production, for report six-monthly to the Policy Forum 	All councils	CPF	
	Jun 2016	<ul style="list-style-type: none"> Identify opportunities in District Plan reviews to align planning, rules and regulation in ways that enable sustainable, value-added production 	CEF	PMG	<ul style="list-style-type: none"> commissioned Sep 2015 reported to CEF Feb 2016 and April

WHAT	BY WHEN	TASK	WHO	VIA	STATUS
					2016
11. Education and training for a skilled workforce (Mayor David Ayers and WDC)	May 2015	• Establish a steering group to oversee strategy development and implementation	WDC		• done – and is meeting regularly
	Nov 2015	• Develop a work plan for each agreed work stream, with terms of reference	WDC	Steering group	• substantially complete
	Ongoing	• Secure commitment and funding for each work stream and commence implementation of action-focused plans.	WDC	Steering group	• in progress for transition planning – too soon for other programmes
	Dec 2015	• Liaise with Mayor McKay and ADC on a joint approach to Government to remove barriers to migrant families to access affordable education and training	David Ayers		• working with Newcomer and migrant settlement work programme
	Dec 2015	• In conjunction with other work programmes, articulate a vision for Canterbury and what the region offers to prospective students, workers, investors and visitors	WDC	with CMF, CDC, C&CT, TEIs	• 2 workshops (4 Nov, 27 Nov 2015) with CDC, CCT, CIAL, C4C, TEIs • draft RFP prepared for a usage, attitude and image survey • Chair/CEF consulting with CE of CIAL
	Dec 2015	• Develop an integrated marketing plan to attract domestic and international students to Canterbury	Tertiary Institution Accord members		• Tertiary Accord developing plan to increase international tertiary student numbers from 10,000 to 26,500
	Dec 2015	• Establish a forum to develop new and modified collaborative courses in agricultural engineering and water management	Lincoln University		• discussions commencing among key partners (Lincoln, Canterbury, CPIT, Lincoln Hub)
	Dec 2015	• Investigate developing a programme to ensure every school leaver in Canterbury has a plan to transition to further education, training or employment and that progress is monitored post-school	Steering group	with MoE	• costing of transition plan for secondary students underway to determine funding options
12. Newcomer and migrant settlement support (Mayor Angus McKay and ADC)	Ongoing	• Identify and advocate for the needs of newcomers and migrants	CMF		• CMF wrote to Ministers Dec 2014 • CMF wrote to Minister of Health Oct 2015 – followed up February 2016 • investigation of tertiary education issues is underway
	Jun 2016	• Share resources and strategies to improve efficiency and reach; e.g. shared SOLGM ListServ or online cloud portal	ADC with TAs and other key stakeholders		• regional workshop 20 Aug 2015 – SDC shared draft strategy • ADC in discussion with CCC on this Feb 2016
	2020	• Canterbury TAs adopt a collaborative, cross-sectoral approach to deliver on CMF objectives for newcomer and migrant settlement – funding for this is secured in 2018-28 Long-Term Plans	TAs with ethnic community representatives, NGOs and central government		• ongoing – advisory group is being formed December 2015
	2020	• Canterbury TAs make information about local services accessible to newcomers and migrants in our region – funding for this is secured in 2018-28 Long-Term Plans	TAs with central government, NGOs and private sector		• ADC shared info brochure at regional workshop 20 Aug 2015 • SDC has a guide for new residents
	2020	• Canterbury TAs monitor and evaluate progress	CPF/CDC, and TAs with ethnic community representatives, NGOs and central government		
13. Regional visitor strategy (Mayor Winston Gray and KDC, supported by CCC)	Aug 2015	• Facilitate a regional forum to propose the establishment of a Canterbury regional tourism alliance and development of a regional visitor strategy	Winston Gray		• Done – 27 Aug 2015 – and agreed that Mayor Winston will convene this network periodically • Draft Visitor Strategy prepared for consultation and consideration by CMF on 26 Feb 2016
	Dec 2015	• Prepare a brief paper for Canterbury councils on the economic benefits of tourism to the region	KDC	C&CT	• presentation to CMF 4 Dec 2015 • information incorporated in Canterbury Visitor Strategy 2016

WHAT	BY WHEN	TASK	WHO	VIA	STATUS
					<ul style="list-style-type: none"> COMPLETED
	Jun 2016	<ul style="list-style-type: none"> TAs to ensure that local government regulation is consistently tourism-business friendly across the region 	CEF	PMG	<ul style="list-style-type: none"> commissioned Sep 2015 for report to CEF 4 Apr 2016
	Jun 2016	<ul style="list-style-type: none"> TAs to share information and opportunities to provide: <ul style="list-style-type: none"> free wifi in the main streets of all Canterbury towns solar-powered charging tables (link to digital connectivity work programme)	KDC/ CEF		<ul style="list-style-type: none"> under investigation – CEF 4 April 2016

MULTIPLE COUNCIL ISSUES

Objective: work together to address issues that affect some, but not necessarily all, councils.

WHAT	WHEN	TASK	WHO	VIA	STATUS
14. Drinking water	Ongoing	<ul style="list-style-type: none"> stocktake of status of compliance with DWS clarify MoH guidelines: affordability cf. 'all practicable steps' advocacy re. timeframes and criteria in DWS engage in strategic partnership/s with DHBs and CPH identify affordable solutions, implement and share experience 	CEF	CPF	<ul style="list-style-type: none"> affordability is an ongoing issue further analysis/action via item 6 LGNZ Conference July 2015 supported a remit to reinstate central government water and wastewater subsidy schemes
15. Rural fire district	Jun 2015	<ul style="list-style-type: none"> proposal for business case for enlarged rural fire district for SDC, CCC, WDC, HDC. Councils are broadly in agreement but await DoC response and commitment 	CEF	CPF/SDC	<ul style="list-style-type: none"> this work is progressing Feb 2016: a proposal to create an enlarged rural fire district for four Councils placed on hold pending NZFS intention to combine urban and rural fires services
16. Natural hazard risk management	May 2015	<ul style="list-style-type: none"> develop a regional approach to natural hazard risk management with the TLA Planners/Emergency Management Officers Forum and report back to CPF by 31 Mar 2015 monitor natural hazards management reform (including climate change impacts, mitigation and adaptation) and possible emergence of an NPS – share information and lead drafting of any submissions required 	CMF	CPF/ECan	<ul style="list-style-type: none"> CPF commissioned Jan 2015 endorsed by CEF/CMF Feb 2015 reported to CEF Nov 2015, Feb 2016 all TAs have agreed to work together to progress this CEF will receive update report Apr 2016

COLLABORATING TO GET BETTER RESULTS

Objective: work together to build capability, achieve efficiencies and deliver effective local services.

WHAT	WHEN	TASK	WHO	VIA	STATUS
17. Collaboration training	Oct 2014 May 2015	<ul style="list-style-type: none"> 3 seminars/workshops held in 2014 workshop for 3rd-tier managers Apr 2015 	CEF	CPF	<ul style="list-style-type: none"> workshop run 10 Apr 2015 secretariat to survey member councils on training needs early in 2016 – in progress
18. Service delivery reviews	May 2015	<ul style="list-style-type: none"> convene a workshop to develop a common framework to support the conduct of service delivery reviews by each council report back to CPF (31 Mar) and CEF (11 May) 2015 	CEF	CPF/SDC	<ul style="list-style-type: none"> CPF initiated Jan 2015 CEF endorsed Feb 2015 2 workshops held 2015 work concluded
19. Review decision not to establish a Local Authority Shared Service Agency at this time	Dec 2015	<ul style="list-style-type: none"> review December 2014 decision in light of further progress with current mechanisms for collaboration and Service Delivery Reviews conducted under 2014 amendments to the Local Government Act 2002 	CEF	SDC/WDC	<ul style="list-style-type: none"> reviewed and confirmed Dec 2015
20. Refresh directorship of Canterbury Economic Development Co. Ltd	Feb 2015 30 Jun 2015	<ul style="list-style-type: none"> circulate advice on process to be followed by each council review and refresh directors 	CEF	TDC/CEs all councils	<ul style="list-style-type: none"> Councils have all updated their directors and a meeting of the Board is planned to review the purpose of

WHAT	WHEN	TASK	WHO	VIA	STATUS
					<p>the company</p> <ul style="list-style-type: none"> • CEF agreed 9 Nov 2015 that there was no need to activate the LASS at this time and that future shared service opportunities using the LASS should only be considered following formal consultation with the Mayoral Forum
21. Road management, construction, maintenance and safety (south Canterbury)	Jul 2015	<p>Recent Governance Group (4 Mayors and CEs) confirmed commitment and resolved:</p> <ul style="list-style-type: none"> • tenders for reseals – a single contract with separable portions for Timaru, Waimate and Mackenzie • maintenance contracts to be standardised from mid-2015 and aligned for tendering with 4 separate contracts but opportunity for tenderers to offer discounts if they win more than one contract • one Engineer to the (4) contracts to ensure consistent contract management • asset management and 30-year strategy and other initiatives aligned through technical team. 	CEF	TDC	<ul style="list-style-type: none"> • MOU: MDC, TDC and WmDC Jun 2014; ADC joined Oct 2014 • technical team formed with independent facilitator from OPUS • WtDC provided with copy of MOU and notes from meetings • reseal contract for MDC, TDC and WmDC has been let (Nov 2015) • tenders have also been let for four separate road maintenance contracts for ADC, MDC, TDC and WmDC based on a common specification. MDC and WmDC obtained benefits from a common contractor for both districts
22. Asset management information and shared asset management systems	<p>Nov 2014</p> <p>Aug 2015</p>	<ul style="list-style-type: none"> • workshop of all councils and OAG to support development of 30-year infrastructure strategies for 2015 LTPs and significance and engagement policies • Waugh Consulting engaged to undertake an assessment of the systems and practices used for asset management and linkages with other management systems (finance and GIS). It will also consider the context of system usage and the level of asset planning each council needs, and identify opportunities for further collaboration. • a presentation to CEF / CMF – can then move to Completed / BAU 	CEF	<p>CPF</p> <p>MDC</p>	<ul style="list-style-type: none"> • two workshops held 18 Aug 2014 and 4 Nov 2014 • Waugh Consulting commenced work Feb 2015 and sought data from all councils in May 2015 • update provided to CEF Nov 2015 • report presented to CEF Feb 2016 and referred to engineering managers for consideration and report to CEF 4 Apr 2016 with recommendations for implementation • Andrea Reeves OAG invited to CEF 4 April 2016
23. Procurement of business inputs, e.g. insurance	Dec 2015	<ul style="list-style-type: none"> • identify insurance shared service options 	CEF	WDC	<ul style="list-style-type: none"> • all councils are members of the All of Government purchasing co-operative • on 9 Nov 2015 CEF discussed insurance shared service options and the LGNZ review of risk management and insurance arrangements and agreed to defer further discussion until June 2016, to coincide with completion of the LGNZ review
24. Health and safety – shared policy, audit and best practice	<p>2014</p> <p>3rd quarter 2015</p>	<ul style="list-style-type: none"> • establish a virtual health and safety team to share policies, best practice and resources • jointly recruit health and safety specialists • monitor development and passage of legislation (Health and Safety Reform Bill) and associated regulation and share information • to be a standing item on CEF agenda 	CEF	WDC	<ul style="list-style-type: none"> • ECan, SDC, WDC signed MOU 2014; open invitation to other councils to join • full-time specialists employed by ECan, SDC, WDC • presentation to CEF 11 May 2015

WATCHING BRIEFS

Objective: Canterbury councils are well informed and have opportunities to submit 'one, strong Canterbury voice' on matters affecting Canterbury.

WHAT	WHEN	TASK	WHO	VIA	STATUS
25. Building (Earthquake-prone Buildings) Amendment Bill	Apr 2015	<ul style="list-style-type: none"> monitor progress of the Bill and share information 	CEF	WtDC/CCC	<ul style="list-style-type: none"> Select Committee released an interim report on its proposed risk-based approach and allowed further submissions until 16 July 2015 the Select Committee has reported; debate on Second Reading interrupted 17 Feb 2016 Bill awaiting third reading
26. Environmental health and public health, including food safety	Ongoing	<ul style="list-style-type: none"> maintain strategic partnership/s with DHBs and CPH prepare a submission if significant issues arise, for consideration by CMF 	CEF	HDC	<ul style="list-style-type: none"> draft regulations issued Feb 2015 – no surprises
27. Environmental reporting a. Environmental Reporting Bill b. National Monitoring System for the RMA (replaces the previous RMA survey of local authorities)	May 2015 Aug 2015	<ul style="list-style-type: none"> monitor and assess implications and cost of monitoring and reporting (formal reporting requirements commence 1 July 2015) 	CPF	ECan	<ul style="list-style-type: none"> Select Committee report due 30 Mar 2015 Environmental Reporting Act passed in Sep 2015 MfE/SNZ published first <i>Environment Aotearoa</i> report under the Act on 21 Oct 2015 MfE will now be consulting on topics to set in regulation for future reporting councils received results of MfE's NMS test run in late Dec 2014 MfE is collecting a priority information set from all local authorities for the 2014/15 financial year
28. Waste management and contaminated land	2015	<ul style="list-style-type: none"> monitor signalled MfE review of the role of local government and regulation of problem wastes and agricultural chemicals share information and draft any submissions required 	CPF	ECan	<ul style="list-style-type: none"> commissioned by CPF Jan 2015 CEF agreed Nov 2015 to continue the contaminated land shared services project into 2016 and encouraged all councils to participate
29. Biodiversity and biosecurity	2015	<ul style="list-style-type: none"> monitor signalled (DoC) National Biodiversity Strategy and targets share information and lead drafting of any submissions 	CPF	ECan	<ul style="list-style-type: none"> commissioned by CPF Jan 2015 ECan reported to CPF Jan 2016 and will update CEF Apr 2016
30. CCC Resilient Cities Network initiatives	Jun 2015	<ul style="list-style-type: none"> strategy to be developed with a governance group (including representatives from Ngāi Tahu, universities and adjacent councils) to oversee its development 	CEF	CCC	<ul style="list-style-type: none"> in progress

Items that have been completed items, transitioned to business as usual or replaced by CREDS projects

WHAT	WHEN	TASK	WHO	VIA	STATUS
31. Public passenger transport planning	2014	<ul style="list-style-type: none"> greater Christchurch congestion assessment and PT options 	CEF	CEs of 4 councils	<ul style="list-style-type: none"> completed
32. Clean air	2014	<ul style="list-style-type: none"> develop a winter action plan with stronger enforcement for non-compliers, target worst emitters and continue winter warmth assistance programme implement NESAQ monitor impact on earthquake recovery 	CEF	ECan	<ul style="list-style-type: none"> Winter 2014 action plan developed LTP contains future programme of works, including Timaru
33. Business strategy and operational support; business information core software systems; data warehousing and backup	2014 and ongoing	<ul style="list-style-type: none"> identify opportunities for collaboration scoping of a Canterbury-wide, community-wide incident reporting application 	CEF	ECan	<ul style="list-style-type: none"> collaborative opportunities identified by CIOs with assistance of an external consultant are being progressed as and when time and opportunities present
34. GIS, including aerial photography and LIDAR	2014	<ul style="list-style-type: none"> enhancements to Canterbury Maps in association with LINZ as part of the Canterbury Spatial Data Infrastructure project 	CEF	ECan	<ul style="list-style-type: none"> completed
35. Road management, construction, maintenance and	2014	<ul style="list-style-type: none"> negotiate an MOU between Councils 	CEF	SDC	<ul style="list-style-type: none"> MOU signed Aug 2014

WHAT	WHEN	TASK	WHO	VIA	STATUS
safety (mid- to north Canterbury)					
36. Electronic records management	Jun 2015	<ul style="list-style-type: none"> share information and identify opportunities for collaboration 	CEF	ADC	<ul style="list-style-type: none"> group is established – enables information management discussion and knowledge sharing between councils 8 councils were represented at the Dec 2014 meeting hosted by WtDC – presentations on disaster recovery (by Campbell Conservation) and a new Algim Toolkit by ADC Canterbury Records & Information Management Group (CRIMS) held a joint records management day with Archives NZ and Government Chief Privacy Office DIA on 27 Mar 2015 at Christchurch Civic Centre – also included CDHB, Lincoln University, Ministry of Justice, NZ Police, University of Canterbury, TRONT and MBIE staff
37. Land use planning, policy and development control, and strategic, place-based planning and development	2014	<ul style="list-style-type: none"> ongoing greater Christchurch collaboration; includes LURP extend partnership/s to include NZTA, CDHB, Ngāi Tahu and CERA 	CEF	CEAG	<ul style="list-style-type: none"> now BAU see also item 3
38. After-hours call centre	Jun 2015	<ul style="list-style-type: none"> CCC has offered to extend its 24/7 call centre to other councils at minimal cost 	CEF	CCC	<ul style="list-style-type: none"> call centre operational for one year offer to other councils stands – contact Brendan Anstiss or Sarah Numan
39. CWMS – and irrigation infrastructure	Ongoing	<ul style="list-style-type: none"> governance zone implementation plan delivery L&WRP regional infrastructure initiatives advocacy and monitoring 	CMF	CEF/CPF	<ul style="list-style-type: none"> reported quarterly to CMF
40. Review of governance of public transport in Canterbury	Feb 2015	<ul style="list-style-type: none"> write to Minister requesting a review – focus is on greater Christchurch and TDC 	CMF	CEF	<ul style="list-style-type: none"> initiated as request to Minister, Dec 2014 CMF meeting with Hon Bridges 27 Feb 2015 review underway, led by Mike James (Ministry of Transport) at Hon Bridges' direction update to August CMF meeting February 2016: the joint committee proposal has been agreed, in principle, by the four Councils although details of the terms of reference need to be finalised
41. Regional transport	May 2015	<ul style="list-style-type: none"> develop draft joint work programme – CPF and TOG – for consideration by CEF and report to CMF and RTC 	RTC / CMF	CEF + CPF & TOG	<ul style="list-style-type: none"> at consultation stage on first draft of joint work programme Peter Winder commissioned to provide a paper on RTC structure and focus – presented to CMF 29 May 2015 picked up in CMF regional economic development strategy – strengthened mandate of and support for RTC

WHAT	WHEN	TASK	WHO	VIA	STATUS
42. Natural hazard risk management	May 2015	<ul style="list-style-type: none">develop a regional approach to natural hazard risk management with the TLA Planners/Emergency Management Officers Forum and report back to CPF by 31 Mar 2015monitor natural hazards management reform (including climate change impacts, mitigation and adaptation) and possible emergence of an NPS – share information and lead drafting of any submissions required	CMF	CPF/ECan	<ul style="list-style-type: none">CPF commissioned Jan 2015endorsed by CEF Feb 2015for CMF approval as a work item Feb 2015all TAs have agreed to work together to progress this
43. Storm water management planning and consenting	Aug 2015	<ul style="list-style-type: none">establish a regional storm water forum – completed 2014report back to CEF Aug 2015	CEF	WDC/RSWF	<ul style="list-style-type: none">forum established Aug 2014 with three workstreams (cost and affordability, technical and deign best practice, regulation and process)update report to CEF Aug 2015
44. Population analysis	Oct 2014 May 2015	<ul style="list-style-type: none">turn data to information to support development of 2015 LTPs and infrastructure strategiespaper on migration dynamics	CEF	CPF	<ul style="list-style-type: none">report on migration dynamics provided to CEF and CMF Aug 2015

Key to acronyms

ADC	Ashburton District Council	CPF	Canterbury Policy Forum	LURP	Land Use Recovery Plan	RP	Regional Plan
AMs	Asset Managers	CPMG	Canterbury Planning Managers Group	MDC	Mackenzie District Council	RPMF	Regional Planning Managers Forum
BAU	Business as usual	CWMS	Canterbury Water Management Strategy	MfE	Ministry for the Environment	RSWF	Regional Stormwater Forum
CCC	Christchurch City Council	DoC	Department of Conservation	MoH	Ministry of Health	RTC	Regional Transport Committee
CDC	Canterbury Development Corporation	DP	District Plan	NESAQ	National Environmental Standards for Air Quality	SDC	Selwyn District Council
C&CT	Christchurch & Canterbury Tourism	DWS	Drinking-Water Standards for New Zealand	NGO	Non-governmental organisation	SNZ	Statistics New Zealand
CCG	Connected Canterbury Group	ECan	Environment Canterbury	NPS	National Monitoring System	TDC	Timaru District Council
CDEM	Civil Defence and Emergency Management	EDA	Economic Development Agency	NPS	National Policy Statement	TOG	Transport Officers Group
CDHB	Canterbury District Health Board	GIS	Geographic Information Systems	NZTA	New Zealand Transport Agency	UDS	Urban Development Strategy
CEF	Chief Executives Forum	HDC	Hurunui District Council	OAG	Office of the Auditor-General	WDC	Waimakariri District Council
CERA	Canterbury Earthquake Recovery Authority	KDC	Kaikōura District Council	PMG	Canterbury Planning Managers Group	WmDC	Waimate District Council
CIO	Chief Information Officer	LINZ	Land Information New Zealand	RC	Regional Committee (CWMS)	WtDC	Waitaki District Council
CMF	Canterbury Mayoral Forum						

Chief Executives Forum

Item 12

Date: 4 April 2016

Presented by: Jim Palmer, Chair

Terms of Reference, Canterbury Engineering Managers Group

Purpose

This paper invites the Chief Executives Forum to endorse the establishment of a Canterbury Engineering Managers Group and approve its Terms of Reference.

Recommendations

That the Chief Executives Forum:

- 1 **endorse** the establishment of a Canterbury Engineering Managers Group
- 2 **approve** the Canterbury Engineering Managers Group Terms of Reference
- 3 **request** the Steering Group to report regularly to the Chief Executives Forum on initiatives and progress.

Background

- 1 On 26 November 2015 senior engineering managers from the Canterbury Territorial Authorities met informally. This meeting was organised and chaired by Ashley Harper, Group Manager District Services, Timaru District Council.
- 2 Topics of discussion and action points included: roading collaboration, infrastructure strategies, stormwater, rural fire, climate change and the group status and meetings.
- 3 The group met again on 10 March 2016. Given the significance of current and upcoming regional and national engineering and asset management issues it was considered there may be value in formalising the group. The group agreed to seek advice from the Chief Executives Forum on whether it should be formalised and endorsed.
- 4 A proposed terms of reference for the group is appended to this report.

Terms of Reference

Canterbury Engineering Managers Group

Background and purpose

- 1 The purpose of the group is to:
 - provide support for a strong local government 'voice' on engineering-related issues affecting Canterbury
 - reduce duplication of effort and, as a result, work more effectively and efficiently together
 - provide support to Canterbury councils when assessing national and regional engineering initiatives
 - work together in ways that support innovation, collaboration and joint initiatives
 - consider opportunities for collaboration and potential shared services throughout the region
 - respond to requests from the Chief Executives Forum to provide information and comment on topical matters.
- 2 The group, because of its membership, will have a focus on the larger strategic engineering issues facing the region in light of ongoing Government policy development and matters of regional significance affecting local government asset management, engineering, utilities and roading services.
- 3 It is acknowledged that there are considerable differences in the size and capacity of Canterbury Councils that can impact on their ability to contribute to regional discussions, and that sometimes it is inefficient for people to travel to meet in person. So, for the group to be effective and efficient there needs to be:
 - an ongoing clear commitment from the senior engineering manager within each council to participate in the group, including a commitment to respond to requests and issues within agreed timeframes
 - an agreed work programme with timeframes.

Scope

- 4 Matters subject to the Group's consideration will include:
 - implementation of joint engineering initiatives, with a specific focus on national *Infrastructure, Utilities and Roading* initiatives and announcements:
 - providing analyses and jointly prepared submissions, where appropriate, and
 - having regard to national policy development, such as via LGNZ, SOLGM IPENZ, IPWEA, and Water New Zealand
 - regional opportunities/initiatives in the engineering sphere
 - identification of emerging engineering issues. An initial list of current issues includes:
 - roading collaboration
 - Local Government Act S17A reviews
 - Water NZ Benchmarking and LGNZ 3 Waters Project

- Canterbury Stormwater Forum
- climate change
- Infrastructure Strategies
- Canterbury Regional Economic Development Strategy – Integrated Transport
- drinking water quality
- Health and Safety, Contractor H&S, H&S In Design (installation, maintenance and operation).

Membership and operation of the group

- 5 All Canterbury Councils are invited to participate in the group. Participating Councils shall nominate their senior engineering manager as the group member. Due to the relative size of Christchurch City additional members will be invited from Christchurch City. For clarification Waitaki and Environment Canterbury are invited to be members.
- 6 The group members should meet in person at least twice annually (more frequently during formation and when required) to:
 - provide an overview of collaborative initiatives throughout the region
 - identify emerging engineering issues and opportunities
 - allocate responsibility for co-ordinating responses to issues and national or regional announcements that impinge on engineering matters, including forming sub-groups
 - monitor progress of legislation, regional responses and opportunities for influence on engineering matters
 - network, and share knowledge and experience.
- 7 The group should also maintain regular electronic exchanges to consider issues, monitor progress and exchange ideas and submissions relating to engineering matters.
- 8 The group may allocate an issue(s) to a sub-group(s), which may include other Council staff, or another appropriate collaborative grouping among councils, to consider and develop a response(s). Sub-group(s) should periodically update the group.
- 9 It is acknowledged that not all Councils will be able to, or need to, contribute resources to considering every issue, but it is expected that every Council will ensure a nominated representative is available to participate in each group meeting.
- 10 Annually the group shall appoint a chair from its membership to be the chair of the Canterbury Engineering Managers Group. The chair is eligible for reappointment.
- 11 Records will be kept of agendas, minutes and correspondence pertaining to the group.

Changes to the Terms of Reference

- 12 The group may recommend changes to the Terms of Reference to the Chief Executives Forum.

Chief Executives Forum

Item 14

Date: 4 April 2016

Presented by: David Ward

Report from Canterbury Policy Forum

Purpose

This paper reports on the meeting of the Canterbury Policy Forum on 18 March 2016.

Recommendation

That the Chief Executives Forum **receive** the report on the work of the Policy Forum.

Meeting held on 18 March 2016

- 1 As the Policy Forum Chair, Bill Bayfield, was unavailable due to travel commitments, David Ward (Selwyn DC) acted as Chairman for the meeting.
- 2 The Policy Forum agenda items included:
 - an update on actions in progress under the CREDS
 - a discussion via teleconference on opportunities for regional collaboration, following on from the teleconference earlier in the day with Chief Executives and Dame Margaret Bazley
 - an update on processes for providing shared submissions on central government initiatives and new legislation, and a revised timeline from the Ministry for the Environment on the National Direction projects (NPSs and NESSs) – a shared Canterbury region submission has been made to the Local Government and Environment Select Committee on the Resource Legislation Amendment Bill
 - formation of a working group to assist councils and support a consistent approach to requests for information under LGOIMA
 - freedom camping in Canterbury – the challenges of managing the activities and impacts of a small minority of freedom campers, and the value of these visitors and their contribution to local economies
 - an update on each council's community engagement for Annual Plans
 - opportunities for shared training and professional development.
- 3 Work in progress was noted on the review of regulatory barriers to CREDS workstreams.

Chief Executives Forum

Item 15

Date: 4 April 2016

Presented by: Miles McConway

Canterbury Maps

Purpose

This paper updates the Chief Executives Forum on the continuing development of Canterbury Maps, with a focus on its forward work programme, funding, management and governance arrangements.

Recommendations

That the Chief Executives Forum:

- 1 **receive** the update
- 2 **note** the benefits of this shared service initiative
- 3 **note** the forward work programme, resourcing and governance arrangements now in place.

Background

- 1 Canterbury Maps is a joint data-sharing initiative involving all the local authorities in Canterbury. Through a website and digital services, the public now have unprecedented free access to detailed maps and background data drawn from across the Canterbury region including detailed land and property information, data on the region's water and air quality, council services and local attractions. The website now has over 12,500 visits per week.
- 2 The project has been co-ordinated by each of the region's 11 councils. It enables people – from school children to planners and software specialists – to view and use maps based on real map data and learn more about the Canterbury region. The site has a built-in map viewer which allows the maps to be manipulated by the user, including zoom and measurement functions, capabilities to select areas and map layers, and utilise pop-up information boxes which link to raw background data on individual council websites across the region. An advanced viewer for professional users such as resource management consultants and planners is also available; and software and application developers can access links to geographical information system (GIS) tools.
- 3 The Canterbury Maps website plays a significant role in a variety of regional and local council activities. The service is mainly used through the Canterbury Maps GIS viewers on its website, but other applications and services use its infrastructure and data. For instance, Civil Defence exercises used the service for recent training events throughout the region. Metro uses Canterbury Maps to display its network map of routes and bus stops, as well as powering its journey planner web application. The public online LLUR (Listed Land Use Register) web application is underpinned by the Canterbury Maps platform.

- 4 Canterbury Maps is also used by other external business partners for their own business activities within the region. Some examples of these are Aqualink re-use of the Canterbury Maps data services for irrigation mapping and Boffa Miskell for their planning, urban design and ecology mapping.
- 5 There has been one other useful spin off for local authorities: higher quality RMA consent applications because the applicants or consultants can access all relevant information in one location and prepare higher quality consent applications.
- 6 With more information now available to the people and businesses of Canterbury, not only is the recovery process better and faster, but innovation and development is also better served, and the environment better protected. It's clear that good geospatial information properly used makes a big difference. This is supported by government-funded studies showing huge potential return on investment for making spatial data freely available.
- 7 The collaboration and innovation behind the Canterbury Maps initiative lies in the effective creation of an online super council site by creating a new system to gather and integrate information and data from 11 separate local authorities, present it in a consistent format and provide free access for the public. The initiative has no legal framework but relies on ongoing goodwill between the local authorities, who share the vision of a single source of information and data for the people of Canterbury. Service provision has been enhanced – particularly by the smaller authorities which, historically, have not had the resourcing to provide the same level of information services as their larger counterparts.
- 8 Additionally the partners involved in Canterbury Maps are also part of the CAI (Canterbury Aerial Imagery) consortium. Each year the consortium pulls its financial resources together and tenders for aerial photography acquisition. Additional partners in this consortium are central government agencies, Department of Conservation, Ministry of Primary Industries, Land Information NZ (LINZ), private power line companies and the NZ Transport Agency. LINZ currently acts as the central government representative pulling all the central government needs and financial contributions together each year. Typically a large region is tendered each year and this is currently part of a five-year cycle.

Current status

- 9 With a larger contribution from partners from 2015/16 onwards, secured following a Mayoral Forum meeting Iain Campion (Programme Leader) and I attended in 2014, the initiative is stepping up a level. There is now shared funding from across the region to a total value of \$450k. A \$350k fixed amount will fund platform maintenance costs and two full-time equivalent employees (FTEs). The two FTEs will work with and across the region as a shared service to support the Canterbury Maps platform and to drive better territorial authority-related datasets, applications and services while maintaining the current level of the platform. A small portion of this cost goes towards software and hardware maintenance.
- 10 Each year it is envisioned that the regions' Chief Information Officers, who govern the Canterbury Maps platform and its resources, will propose shared initiatives to be ratified by Chief Financial Officers. These initiatives will then be implemented by the two FTEs funded through the shared service cost share arrangement, who in addition to this will also carry out 'business as usual' Canterbury Maps work necessary to maintain the service. Variable amounts agreed annually of up to \$100k will also be available for discrete projects. This, and the wider work programme and management arrangements are discussed below.

Management and governance arrangements

- 11 With the creation of a more formalised work programme and a supporting budget of some significance, a management and governance structure has been established to introduce an appropriate level of project and financial oversight. This structure will also enable issues to be escalated and resolved as required, which are likely to some degree given the financial commitments made by the partners and potentially differing development priorities. The structure leverages existing groups rather than creates new ones and provides a reporting line hierarchy to ensure suitable oversight and perspective at an appropriate level.
- 12 Leading the technical work is the Programme Technical Team. This group comes together on an approximate six weekly cycle and has a membership composed of the main technical leads from each partner. Iain Campion leads this group and provides direction to the two FTEs mentioned above, who are housed in Environment Canterbury.
- 13 The Programme Technical Team reports to the Programme Steering Group, which is composed of the region's Chief Information Officers, who meet on a quarterly basis. The Steering Group provides overall guidance and direction to the Programme, under authority established, maintained and where necessary changed through timely reporting to, and decisions made by, the region's Chief Financial Officers. The Steering Group provides assurance to Chief Financial Officers on an ongoing basis that the solution being delivered is in compliance with strategies, standards and policies. In turn, Chief Financial Officers provide assurance to the region's Chief Executives and the Mayoral Forum that the programme delivers as it is intended to.

Work programme

- 14 The current work programme is appended as Attachment 1. Essentially there are four workstreams that focus on aerial imagery and LiDAR acquisition, engagement, data services and development projects.
- 15 The aerial imagery and data acquisition work stream has been running since 2011 and is a collaborative effort across the councils to jointly procure this data. Savings for Canterbury councils are obtained in three ways: sharing of costs that would have been borne individually, competitive tendering of larger pieces of work, and the introduction of additional funding from government agencies (co-ordinated by LINZ), lines companies and others. In addition each council no longer needs to run its own tendering process and better expertise and contract management is available. The local territorial authorities have over the past four years benefited by procuring aerial imagery collaboratively (as opposed to doing it individually) by a total of \$791k.
- 16 Collaboration across councils is also an important focus of the engagement workstream. This includes shared access to training, which is a key benefit for smaller councils with limited budgets, as well as national representation, which helps raise the profile of Canterbury Maps as well as uncover opportunities to link into national initiatives and learn from other regions' successes.
- 17 The data services workstream focusses on bringing together individual council datasets into one place on Canterbury Maps, as well as the capture of new data sets to enhance the overall usefulness of the platform for customers.
- 18 The final workstream (development projects) is determined annually and funded year to year depending on the scope and scale of the projects chosen by the partners. They include both technology enhancements to move with best practice (such as moving the platform into the Cloud) and customer interface improvements, such as the development of new apps and the upgrade of the website.

Financial implications

- 19 Revenue sources by year and council for the period 2015/16 to 2024/25 are shown in Attachment 2. The financial model is based on a collaboration services approach which was a model agreed by Chief Financial Officers in November 2014. Each member council contributes a set amount each year (fixed amounts shown in Attachment 2) to cover the basic costs of resources that provide support and maintenance and the portal upgrade.
- 20 The projects listed as part of the programme will have individual project financials (variable amounts shown in Attachment 2) based on the detailed requirements determined at the initiation stage of the project. These costs will be distributed by the same percentage per council as for the yearly fixed costs.

Value proposition

Public GIS system

- 21 Each partner has the need to provide a public GIS system for its stakeholders, so in combining this effort across the Canterbury region there is potential to save costs and share technical ability and resources for all councils. Currently there are several councils re-using the Canterbury Maps platform for their public GIS offering, saving each organisation costs and time in resources, capital and maintenance costs on software and computing infrastructure. These savings could be up to 1 FTE to manage the platform and software and at least \$100-200k worth of capital costs with an on-going maintenance/upgrade costs of 50k a year.

Aerial capture programme

- 22 The cost of any region-wide aerial photography capture is contributed to by the local authority(s), Environment Canterbury, Land Information New Zealand (LINZ), the Ministry of Primary Industries, the Department of Conservation and other government agencies that LINZ brings on board in unequal parts.
- 23 Canterbury Maps is the umbrella in which the Canterbury Aerial Imagery consortium is run. Each year the consortium pulls its financial resources together and tenders for aerial photography acquisition. The savings to date from this programme across the region are over \$791k.

Increased efficiency from sharing

- 24 The regional council and other stakeholders can gain efficiencies from data shared from all parties being available and viewing from one place instead of asking multiple partners to supply data to gain an overview. Environment Canterbury itself gains efficiencies by having access to technical staff and data from each local authority for non-public data. This level of access saves valuable time and expense.

Enabler

- 25 Geospatial infrastructure is a key component for other collaborative opportunities. The Waste and Environmental Management Team currently uses spatial information from the three local councils and the regional council to deliver its services. Having a common platform to exchange up to date geospatial data provides an essential platform to explore more collaborative opportunities.

Risk assessment and legal compliance

- 26 The initiative is well aligned to the Government's ICT strategy and its New Zealand Government Open Access and Licensing framework (NZGOAL). Datasets from each local authority within Canterbury are extracted and sent on a regular basis to Environment Canterbury. These datasets are combined with the regional dataset to be transformed into one seamless dataset for delivery on the Canterbury Maps platform as maps for viewing and a dataset for downloading.

Attachment 1 – Four year work programme 2015/16 – 2018/19

Work Streams	2015-2016			2016-2017			2017-2018			2018-2019					
	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun
CAI Imagery, LiDAR & Data Acquisition															
Set budgets / reqd's															
Tender															
Programme mgmt															
Engagement															
Bi-annual - survey															
Training external & internal															
CIO & Technical meetings/reporting															
Newsletter & national representation															
Data Services															
Open Data															
TA data integration															
Shared core datasets															
NEW datasets															
Projects															
Website refresh															
CMaps mobility application															
e-Plan combined															
Explore shared services model															
Historical imagery georef															
3D capability															
Transfer to pubic cloud															
TA specific applications															

Attachment 2 – Revenue sources by partner and year 2015/16 – 2024/25

ECan	50%	75	150	150	150	150	150	150	150	150	150	150
CCC	15%	23	45	45	45	45	45	45	45	45	45	45
SelwynDC	7%	11	21	21	21	21	21	21	21	21	21	21
WaimakDC	7%	11	21	21	21	21	21	21	21	21	21	21
TimaruDC	7%	11	21	21	21	21	21	21	21	21	21	21
AshburtonDC	3%	5	9	9	9	9	9	9	9	9	9	9
WaitakiDC	3%	5	9	9	9	9	9	9	9	9	9	9
HurunuiDC	3%	5	9	9	9	9	9	9	9	9	9	9
WaimateDC	2%	3	6	6	6	6	6	6	6	6	6	6
MacKenzieDC	2%	3	6	6	6	6	6	6	6	6	6	6
KaikouraDC	1%	2	3	3	3	3	3	3	3	3	3	3
Total	100%	150	300	300	300	300	300	300	300	300	300	300

(,000's)	%	Yr1	Yr2	Yr3	Yr4	Yr5	Yr6	Yr7	Yr8	Yr9	Yr10	
Fixed Amount		150	300	300	300	300	300	300	300	300	300	300
Variable Project amount (approved separately - each yr)		75	50	50	50	50	50	50	50	50	50	50
Total		225	350	350	350	350	350	350	350	350	350	350

Agenda

Canterbury Mayoral Forum

Date: Friday 29 April 2016

Time: 9.00am to 12.00pm

Venue: Commodore Hotel, 449 Memorial Avenue, Christchurch

Attendees: **Mayors:** Angus McKay, Lianne Dalziel, Dame Margaret Bazley (chair), Winton Dalley, Winston Gray, Claire Barlow, Kelvin Coe, Damon Odey, David Ayers, Craig Rowley, Gary Kircher

Chief Executives: Angela Oosthuizen, Andrew Dalziel, Dr Karleen Edwards, Bill Bayfield, Hamish Dobbie, Wayne Barnett, David Ward, Peter Nixon, Jim Palmer, Bede Carran, Michael Ross

In attendance: Hon Peseta Sam Lotu-liga, Minister of Local Government
Commissioner Janie Annear and CE Sandra Preston, LGC
Malcolm Johns, CE, Canterbury International Airport Ltd (item 4)
Tom Hooper, Canterbury Development Corporation

Secretariat: Steve Gibling, Lorraine Johns, Louise McDonald

Apologies:

Time	Item	Person
9:00	1. Welcome, introductions and apologies	Chair
	2. Confirmation of Agenda	
	3. Minutes from the previous meeting	
	3.1. Confirmation of Minutes, 26 February 2016	
	3.2. Action points	
	4. Items to be taken as read:	
	4.1. Chief Executives Forum report and update of 3-year work programme (Jim Palmer)	
	4.2. CREDS progress report (Secretariat, for Chair and lead Mayors)	
	4.3. CWMS quarterly report (David Caygill)	
9:10	5. Winder review of collaboration and shared services, 2013-16	Jim Palmer
	FOR DECISION	
9:30	6. Conversation with the Minister of Local Government on local government collaboration in Canterbury	
10:20	<i>Morning tea and informal conversation with the Minister</i>	
10:40	7. 'The case for Canterbury' / usage, attitude and image survey	Malcolm Johns
11:00	8. Conversation with LGC on local government collaboration in Canterbury	
12:00	9. Any urgent items of general business	
	10. Next meetings:	
	• Thursday 23 June, 3:00-5:00 pm, workshop with CREDS reference group (Selwyn)	
	• Thursday 23 June, 6:00-9:00 pm, working dinner and farewell to retiring members (Commodore)	
	• Friday 24 June, 9:00 am to 12:00 noon, Mayoral Forum (Commodore)	
12:05	<i>Informal conversation with Janie Annear and Sandra Preston over lunch</i>	