

Agenda

Chief Executives Forum

Date:	Monday 30 May 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)
In attendance:	Peter Fieger (CDC) Secretariat: Steve Gibling, Ronnie Cooper, Anna Puentener, Bernadette Sanders (Minutes)
Apologies:	Peter Nixon (Timaru), David Bromell and Lorraine Johns (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, 4 April 2016	Chair
	b. Action points	
	For decision/discussion	
9:05am	4. Regional approach to managing natural hazard risk	Don Chittock
9:15am	5. Further local government collaboration	Chair
10:00am	6. Draft three-year work programme	Chair
10:25am	Short break	
10:35am	7. Draft Briefing to Incoming Mayors, Triennial Agreement, CMF Charter of Purpose	Chair
11:05am	8. CREDS: Review of regulatory barriers (verbal update)	Chair
11:10am	9. CREDS: Regional visitor strategy	Wayne Barnett
	a. Investment in hotels and freedom camping	
	b. Funding for tourism infrastructure in Canterbury	
11:20am	10. CREDS: Economic Indicators report June 2016 (taken as read)	Peter Fieger
11:30am	11. Canterbury Regional Stormwater Forum – progress update	Chair
11:35am	12. Future of the Canterbury Economic Development Company Ltd	Bede Carran
	For information	
11:45am	13. Draft agenda, CREDS Reference Group meeting, 23 June 2016	Chair
	14. Rating and valuation services update (verbal update)	David Ward
	15. Report from the Canterbury Policy Forum	Bill Bayfield
	16. Public transport governance and delivery arrangements update (verbal update)	Steve Gibling
	17. Draft agenda, Canterbury Mayoral Forum, 24 June 2016	Steve Gibling
	18. Health and Safety virtual team (verbal update)	David Ward
	General business	
12:00pm	19. Next meeting: 29 August 2016	

Chief Executives Forum

Date	4 April 2016
Time	9.00am
Venue	Selwyn District Council Chamber, 2 Norman Kirk Drive, Rolleston
Attendees	Jim Palmer (Chair, Waimakariri), Angela Oosthuizen (Kaikōura), David Ward (Selwyn), Jill Atkinson (Environment Canterbury), Andrew Dalziel (Ashburton), Wayne Barnett (Mackenzie), Peter Nixon (Timaru), Bede Carran (Waimate), Dr Karleen Edwards (Christchurch), Hamish Dobbie (Hurunui)
Attendees	Andrea Reeves and Hugh Jory (Office of the Auditor General), Teresa Wooding and Rebecca Doubleday (Christchurch), Murray Washington (Selwyn), Ronnie Cooper (Environment Canterbury) Secretariat: David Bromell, Lorraine Johns, Bernadette Sanders (Minutes)
Apologies	Bill Bayfield (Environment Canterbury), Dr Karleen Edwards (lateness), Steve Gibling (Environment Canterbury)

The meeting commenced at 9.07am.

1. Welcome, introductions and apologies

Jim Palmer welcomed Forum members to the meeting and apologies were noted.

2. Confirmation of Agenda

The Agenda for today's meeting was outlined, with the addition of a presentation to item 5 by the Christchurch City Council (CCC) outlining their strategic assessment of 3 Waters and Transport infrastructure.

Andrea Reeves and Hugh Jory of the Office of the Auditor General joined the meeting at 9.09am.

3. Minutes from the previous meeting

a. Confirmation of meeting minutes

The Minutes from the meeting held 15 February 2016 were accepted as a true and accurate record.

*Wayne Barnett/Peter Nixon
Carried*

b. Action schedule

The travel policy and guidelines discussed on 15 February 2016 were circulated at the meeting. All other items in the action schedule are either in progress or covered in the Agenda.

4. Discussion with the Office of the Auditor General

Jim Palmer welcomed Andrea Reeves (assistant auditor-general, local government) and Hugh Jory (Canterbury region manager) of the Office of the Auditor General (OAG) to the meeting and explained that today's presentation was a continuation from the Forum's previous discussion on performance measurements, development of standards and frameworks within the sector, including infrastructure, financial, and asset management.

Five key reports out of OAG that may be of interest to the Forum are:

- Consultation document
- LTP report
- Queenstown Lakes District Council managing conflicts of interest
- Reviewing aspects of Auckland/Manukau service performance review – specifically governance
- Accountability of government controlled organisations: revisiting good practice around CCO governance from 2001 report.

Andrea Reeves then presented to the Forum and covered aspects of the Long-Term Plan and 10-year Infrastructure and Financial Strategies reports, including recommendations for councils to plan to have Infrastructure Strategies and Financial Strategies prepared by 30 June 2017 and for these plans in the future to be either combined or integrated. The ageing population and its implications and challenges is a key issue to be addressed in strategies.

Dr. Karleen Edwards joined the meeting at 9.23am.

Financial trends were discussed; key areas of future focus for auditors to understand the trends include actual capex continuing to be substantially under budget, and renewals to depreciation ratios of less than 100%. It was noted that future letters of engagement by Audit NZ need updating to relay this information. A view on depreciation is yet to be established but will be a key area of focus for 2018–28 Infrastructure Strategies.

OAG's theme for 2016/17 is 'information'. Andrea outlined OAG's proposal to look at how local authorities (LAs) can improve their understanding of their assets, including current processes, key initiatives and best practices. There is a focus at central government for meta data with a push for meta data standards from Treasury, hence the importance for LAs to have clear strategies in place for collecting asset information.

Looking ahead, other areas of focus include election matters, the Better Local Services programme (changes to LGA 2002) and looking towards 2018-28 Long-Term Plans.

Hamish Dobbie joined the meeting at 9.51am.

A discussion with Forum members then took place. Of note:

- It is not yet clear whether mandatory performance measures for Infrastructure Strategies are providing clarity in terms of understanding the service delivery story; however, Forum members were referred to a cabinet paper on the Department of Internal Affairs (DIA) website on Better Local Services initiatives and it was noted that LGNZ is looking at its own benchmarking process.
- Legislation proposed is to enable water and transport CCOs.
- It is hoped that the potential DIA database for performance measurements may provide an opportunity for collaboration; however, the systems and processes in place are currently not clear. The DIA is working on a new initiative with 16 councils to provide regional snapshots to highlight performance measures. It is unclear when this information will be released.
- Lack of resourcing at Audit NZ was raised by the Forum. This issue has been noted by OAG and is currently under discussion with their auditors.
- OAG will perform a stocktake of audit and risk committees following the elections, including their operational effectiveness.

- A key message for the sector is the implementation of public accounting standards in an effort to provide clarity around financial information and make annual reports more meaningful. Taranaki Regional Council was noted as taking a lead on this issue, reshaping its entire annual report and developing a template. The key message from OAG is to be aggressive in terms of what is disclosed for annual reports.
- Little information is available on s17A reviews, however, some enquiries have been received by OAG which indicates that there may be a level of interest from auditors, especially around procurement change.

Jim thanked Andrea and Hugh for attending today's meeting and Forum members were requested to contact Hugh directly with any queries.

Andrea Reeves, Hugh Jory and Murray Washington left the meeting at 10.08am.

5. Review of collaboration and shared services (Winder report)

Jim Palmer introduced the Agenda item and explained that Karleen Edwards believed an outline of the current review of service delivery and CCO options within the CCC in terms of 3 Waters and transport may provide useful input into the shared services discussion.

Jim then introduced Peter Winder's draft report and invited discussion on its observations, completeness and conclusions, and how it would be presented to the Canterbury Mayoral Forum (CMF).

A discussion then followed, noting that there had been no mention of the option of amalgamation in the report, need for clarity on the drivers for collaboration, and whether priorities should be set and how, as well as the need for a clear understanding of the problem, and what it is that is trying to be achieved and how proposed initiatives will contribute to this. It was noted that past collaboration efforts have proven to be effective across the region and should be considered with other opportunities to improve performance, such as community engagement.

Teresa Wooding and Rebecca Doubleday joined the meeting at 10.24am.

Karleen then outlined the work being done at CCC on 3 Waters and transport. The infrastructure project utilised Treasury's Better Business Case model and has looked at the issues, areas for collaboration and impacts on neighbouring councils. The current shared service discussion raises the question of whether there is an opportunity to do this once for the entire region, although it was noted that there may not be one solution for all districts. The current CCC process is due for completion by the end of 2016.

Teresa Wooding and Rebecca Doubleday were introduced to the Forum and the Great for Christchurch Infrastructure Project was outlined. The presentation included an overview of the strategic assessments of 3 Waters: water supply, waste water, storm water, land drainage, and Transport: structures for transport, e.g. roads, bridges, footpaths, and PT infrastructure.

Next steps include the CCC undertaking business cases to investigate potential delivery models if there is regional and/or sub-regional interest. Karleen explained that the CCC's stance is not that a CCO is the answer, but is simply considering themes, reviewing options and offering assistance to other councils wishing to undertake the process due to the resources and expertise that exists. Teresa and Rebecca confirmed that although the business cases for 3 Waters and transport are currently for greater Christchurch only, they can be expanded to encompass additional districts or the region if there is an appetite to proceed.

A discussion then took place, including the requirement to consider the option of amalgamation in the future under the Better Local Services legislation. There was initial agreement to accept the CCC's offer to extend the business cases; however, timing was noted as an issue with elections later in the year and requirements out of the Better Local Services package.

Teresa Wooding and Rebecca Doubleday were thanked for attending and presenting at today's meeting and left the meeting at 10.45am.

The discussion on the Winder report was reopened. Some omissions were noted as rural fire comments not reflecting rural Canterbury, and building control not including the mainland group and portal development. Terminology is correct in terms of shared resources to fund the Canterbury Regional Economic Development Strategy (CREDS). There was a request for the report to be strengthened to identify projects recently completed or in progress in the region, for example rating and building control, freedom camping and hotel site development.

The report has been read by Dame Margaret Bazley who believed it provided a good summary and useful direction setting of where the region is looking to head, as well as indicating the need for shared responsibility and for chief executives to drive projects.

6. Further collaboration in Canterbury

Jim Palmer spoke to the Agenda item and referred to the draft discussion paper on collaboration in Canterbury.

The discussion on amalgamation continued, including the need to reinforce that each council be able to provide its functions in a sustainable manner and share best practices where necessary, and the necessity for preparation, leading up to the CMF meeting with the Minister of Local Government on 29 April 2016, to ensure the message can be conveyed that all options to deliver better value for communities are being considered, open and honestly, whatever the political appetite. The need to consider the whole of Canterbury was also noted.

Previous community-led cases for amalgamation between Canterbury districts were raised (Hurunui and Kaikōura), noting the end result of no added value. It was reiterated that the Canterbury region is already addressing this issue in terms of the number of collaborative projects either complete, in progress or planned, and these should be outlined in the report to demonstrate that consideration is being given to the subject. It was noted that the same questions will be asked when the Better Local Services Bill goes through.

It was agreed that terms of reference for a strategic assessment for a case for change for 3 Waters and transport will be drafted for sign-off by the CMF with a view to the process commencing in 2017 and being incorporated into the 2016–17 work programme.

AP: The Secretariat to develop terms of reference for a strategic assessment for a case for change for 3 Waters and transport for sign-off by the Canterbury Mayoral Forum

The meeting broke at 11.20am for morning tea and resumed at 11.30am.

It was agreed that the finalised report will be discussed at the CMF working dinner on 28 April. With that in mind, the Winder report will be updated to include comments out of today's discussion and the draft report developed further by Jim and the secretariat for inclusion in the CMF Agenda. Amendments to the Winder report will include clarity around drivers. The paper must acknowledge amalgamation and a possible desire from local communities. The redrafted paper and position statement will be circulated to chief executives for comment prior to 19 April 2017.

AP: Jim Palmer and the Secretariat to develop the draft discussion paper and update the Winder report and circulate to chief executives for comment before 19 April 2017

7. Draft triennial agreement 2016–2019

Jim Palmer spoke to the Agenda item and the draft Triennial Agreement 2016–2019 and revised Mayoral Forum Charter of Purpose were reviewed.

It was noted that Mayors may wish to re-visit paragraph 5(b) in the draft Mayoral Forum Charter of Purpose (attendance by deputies at Mayoral Forum meetings).

Resolved

The Chief Executives Forum:

- 1 approved the draft Triennial Agreement 2016-2019 and revised Mayoral Forum Charter of Purpose for submission to the Canterbury Mayoral Forum on 29 April 2016
- 2 agreed 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.

*David Ward/Peter Nixon
Carried*

8. CREDS: Review of regulatory barriers

Jim Palmer and Ronnie Cooper provided a verbal update to the item. Kaikōura District Council has provided the tourism report; Geoff Meadows is now looking at the themes across the three reports of the Visitor, Value Add and Digital strategies to provide recommendations to Chief Executives Forum on 30 May 2016.

9. CREDS: Purchase and installation of solar charging tables

Angela Oosthuizen spoke to the Agenda item – an action of the Canterbury Visitor Strategy – to investigate the bulk purchase and installation of solar charging tables across the region.

After a brief discussion it was agreed that, although this was something communities should be exploring, the significant investment required per unit deemed this more suitable for an external provider or service club to progress, rather than to be ratepayer funded.

Resolution

The Chief Executives Forum:

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

It was noted that interested councils should contact Angela Oosthuizen directly.

Attendees were referred to the Canterbury Maps A3 handout depicting a summary of free Wi-Fi sites in the region, and agreed to the information being added to The Canterbury Maps site and shared with Canterbury & Christchurch Tourism for promotional opportunities. The secretariat will discuss with Canterbury Maps the option of including Spark's Wi-Fi sites (free for Spark customers and for emergency calls).

AP: Secretariat to email the A3 free Wi-Fi summary sheet to the Forum

AP: Secretariat to discuss with Canterbury Maps the option of including Spark's Wi-Fi sites on the maps of free Wi-Fi sites in Canterbury

10. Regional visitor strategy

Wayne Barnett spoke to the Agenda item, outlining two current issues relating to the Regional Visitor Strategy.

The first issue looked at a proposal for regional collaboration to attract capital investment for hotel developments, including identifying site information and using common resources to market and promote sites for investors through a land agent system, as well as the availability of visitor information. It was noted that information being gathered by NZTE on major cities in New Zealand could be leveraged from once available.

After a brief discussion, Forum members were asked to provide feedback on whether the proposal should focus on council-owned sites, other sites, or all sites. Attendees were also asked to provide information on council-owned sites to enable the compilation of a site register.

AP: Forum members to provide feedback on hotel development site preference.

AP: Forum members to provide information on council-owned sites to enable the compilation of a site register

Wayne then explained that community expectation around the region for issues surrounding freedom camping to be sorted before next summer has led to the establishment of a working group by the secretariat, with members from each council, and the development of relevant terms of reference.

Resolved

The Chief Executives Forum:

- 1 discussed 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 noted the proposed approach to addressing issues arising from freedom camping, as agreed by the Canterbury Policy Forum on 18 March 2016.

*David Ward/Wayne Barnett
Carried*

11. Work programme

Jim Palmer spoke to the information paper and requested that any feedback, in terms of errors or omissions, be forwarded to the secretariat.

12. Terms of reference – Canterbury Engineering Managers Group

Jim Palmer spoke to the agenda item, outlining the structure of the group and desire for the group to be formalised. A brief discussion on the attached proposed Terms of Reference for the group took place, including a request to ensure there was co-ordination with other existing groups and committees to ensure no overlap of roles and responsibilities. It was believed that the group will deal with technical issues.

Resolved

The Chief Executives Forum

- 1 endorsed the establishment of a Canterbury Engineering Managers Group
- 2 approved the Canterbury Engineering Managers Group Terms of Reference, with an amendment to ensure collaboration and co-ordination takes place with existing groups and committees.
- 3 requested the steering group to report regularly to the Chief Executives Forum on initiatives and progress.

Jim Palmer/Peter Nixon
Carried

AP: Jim Palmer to liaise with the Canterbury Engineering Managers Group with regards to ensuring collaboration with existing groups and committees to ensure no overlap in roles and responsibilities

13. Rating and valuation services

David Ward provided a verbal update to the item, reporting that good progress is being made in this space. Two workshops have been scheduled: 22 April to review and confirm the findings of the initial report; 3 May to discuss opportunities and options prior to the draft report in May and final report issued on 22 May. Key focuses will be on perceived benefits, costs and resourcing.

14. Report from Canterbury Policy Forum

David Ward spoke to the Agenda item and the paper was taken as read. David drew attendees' attention to the revised Ministry for the Environment work programme and timelines and suggested that all obtain a copy of the revised A3 spreadsheet to be aware of potential impacts on staff due to timing reviews, as well as the work to be done prior to elections.

15. Canterbury Maps

Jim Palmer spoke to the information item, noting the success of this collaboration initiative.

Resolved

The Chief Executives Forum:

- 1 received the report
- 2 noted the benefits of this shared service initiative
- 3 noted the forward work programme, resourcing and governance arrangements now in place
- 4 extended its thanks to Canterbury Maps team for its work in facilitating data sharing across the region.

Jim Palmer/David Ward
Carried

AP: Secretariat to convey the thanks of the Chief Executives Forum to Miles McConway and the Canterbury Maps team for its work and facilitation of data-sharing across the region

16. Public transport governance and delivery arrangements

Jim Palmer provided a verbal update to the item and advised that agreement has been made, in principle, to establish a joint committee for public transport. Arrangements are progressing well with composition of the committee, which will be established by May 2016 and operational before the end of the current financial year.

17. Draft agenda for Canterbury Mayoral Forum

David Bromell provided a verbal update to the draft agenda.

After a brief discussion it was agreed that a possible item concerning the Canterbury Economic Development Company Ltd be an update paper advising that a discussion will take place at the CEF scheduled for 30 May 2016, led by Bede Carran, with a paper for decision available for the CMF on 24 June 2016. The discussion will cover whether this company is about economic development or shared services (noting that that the constitution states the requirement for economic development only) and whether the company continues or is wound up.

AP: Bede Carran to draft an update paper relating to the Canterbury Economic Development Company Ltd for the Canterbury Mayoral Forum on 29 April 2016

18. Health and safety virtual team update

David Ward provided a verbal update to the item and advised that the virtual team is occupied with the new health and safety legislation launched today, as well as the business as usual tasks of knowledge sharing. The team will present to the Chief Executives Forum on 30 May 2016.

Health and safety public meetings have been undertaken in the Selwyn district in an effort to increase the understanding of the new health and safety legislation.

19. Next meeting

Monday 30 May 2016, Selwyn District Council Chamber. Commencement time tbc.

There being no further business, the meeting closed at 12.08pm.

Action schedule

Chief Executives Forum

As at 24 May 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	Agenda item 4
09.11.15	Enhanced valuation and rating services: <ul style="list-style-type: none"> Valuation and rating service capability updates on agenda until final report in May 2016. 	David Ward/ Secretariat	15 Feb 2016	In progress
15.02.16	<ul style="list-style-type: none"> David Ward to email all councils regarding staff nominations for Ernst & Young consultation. 	David Ward	ASAP	tbc
15.02.16	Regulatory barriers project (CREDS).	Secretariat	30 May 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	Ongoing
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	30 May 2016	Virtual H&S team will present to CEF 30 May 2016.
04.04.15	Collaboration in Canterbury: <ul style="list-style-type: none"> Develop terms of reference for a strategic assessment for a case for change for 3 Waters and transport for sign-off by the Canterbury Mayoral Forum. Develop the draft discussion paper and update Winder report and circulate to chief executives for comment before 19 April 2017. 	Secretariat Jim Palmer/ Secretariat	ASAP 19 April 2016	Ongoing Complete
04.04.16	<ul style="list-style-type: none"> Circulate the free A3 Wi-Fi summary sheet to the Forum. Ensure the A3 Wi-Fi summary sheet includes and identifies Spark free Wi-Fi sites for emergency calls. 	Secretariat Secretariat	ASAP ASAP	In progress In progress

Date	Subject	Actioned by	Deadline	Status
04.04.16	Regional visitor strategy: <ul style="list-style-type: none"> • Forum members to provide feedback on hotel development site preference. • Forum members to provide information on council-owned sites to enable the compilation of a site register. 	All	ASAP	Ongoing
04.04.16	Liaise with the Canterbury Engineering Managers Group with regards to ensuring collaboration with existing groups and committees to ensure no overlap in roles and responsibilities.	Jim Palmer	ASAP	Ongoing
04.04.16	<ul style="list-style-type: none"> • Forum members to provide feedback on hotel development site preference. • Forum members to provide information on council-owned sites to enable the compilation of a site register 	All	Ongoing	Ongoing
04.04.16	The Secretariat to develop terms of reference for a strategic assessment for a case for change for 3 Waters and transport for sign-off by the Canterbury Mayoral Forum	Secretariat/All	Ongoing	Ongoing

Chief Executives Forum

Item 4

Date: 30 May 2016

Presented by: Don Chittock

Regional approach to managing natural hazard risk

Recommendations

That the Chief Executives Forum:

1. **acknowledge** the progress made by the Canterbury Risk Reduction Working Group in the preparation of the work programme
2. **approve** the attached regional approach to managing natural hazard risk
3. **delegate** the assignment of milestone co-ordinators to the Canterbury Regional Planning Managers Forum
4. **support** the ongoing work of the Canterbury Risk Reduction Working Group in the implementation of the above work programme.

Background

1. At the Canterbury Policy Forum meeting on 31 March 2015 it was agreed that a group would be established to:
 - support the collaborative development of an integrated regional approach to managing natural hazard risk
 - encourage further development of the Canterbury Maps portal for recording and disseminating natural hazard information
 - invite the region's planners and Emergency Management Officers (EMOs) to join others in the Hazard Risk Reduction Committee facilitated by Group Civil Defence Emergency Management (CDEM), to work towards an agreed regional position on managing hazard risk.
2. The establishment of the Canterbury Risk Reduction Working Group responds to the Canterbury Earthquakes Royal Commission of Inquiry's report and meets an objective of the Civil Defence Emergency Management Group Plan.

Purpose

3. No single piece of legislation governs how we manage natural hazard risk. There are a myriad of different projects and directions at an international, national, and more local level that provide various frameworks and objectives we must achieve as a region.
4. A regional approach responds to the above, establishes methods of addressing risk that work for Canterbury, and sets a foundation for us to proactively respond to any future national directions.

5. A regional approach looks to share resources and experiences to maximise value for money. Long-term, it aims to achieve agreed ways of working so that industry, developers and the community do not experience different barriers or support across the region.

A regional approach to managing natural hazard risk

6. The proposed regional approach and work programme (attached) were developed through a series of region-wide workshops. Representation included planners, EMOs, and hazard analysts from all Canterbury councils.
7. The attached work programme identifies four focus areas for work. Key deliverables for the next 12 months are summarised in appendix one of this cover report.
 - i. Roles and responsibilities – clarify roles and responsibilities to prevent duplication of effort or oversights, and to get the greatest results out of limited council resources.
 - ii. Collaboration and co-ordination – investigate how to achieve a consistent approach without losing local flexibility, and how we can better learn from the experiences of other councils.
 - iii. Regional research – focus on ensuring existing natural hazard risk research is known and easy to access. Also establish a process to ensure that future research priorities are identified clearly and that the research is the best value for money.
 - iv. Communication and engagement – explore how we can more effectively communicate natural hazard risk. This area focuses on improving existing methods and exploring new ways of communicating and engaging.
8. Each focus area lists objectives and milestones. Within each milestone there are a series of activities or steps and deliverables. Target dates have been included to set a level of priority or identify the 'quick wins'. These will be dependent on resourcing.
9. The person responsible for ensuring the completion has been deliberately called a co-ordinator. This is to ensure all councils, regardless of size or resource availability, are able to influence this work. It also enables multiple councils to work together to achieve common goals.
10. The work programme aims to achieve a number of 'quick wins' such as:
 - improving accessibility of hazard information
 - building a toolbox of existing hazard risk consultation methods
 - providing a structure for understanding new research projects.
11. The work programme also establishes a series of investigative projects which form the base for a bigger, longer term work programme. Such programmes include:
 - compiling current information on Land Information Memorandum (LIMs) to establish how aligned LIMs might look in the future
 - understanding the level of consistency or inconsistency across natural hazard planning frameworks

- investigating alternative methods of communicating risk such as the greater potential of citizen science.

Next steps

12. The Regional Planning Managers are meeting next on 15 July 2016. At this meeting they will be asked to take ownership of various milestones considering the staff and other resources they have available.
13. The Risk Reduction Working Group will continue to meet four times per year to support the progression of the work programme.
14. This regional approach is a living document and will be reviewed and expanded in six months' time.

Appendix 1: Summary of first-year deliverables

Roles and responsibilities	Target dates
A description/diagram explaining the roles and responsibilities of organisations involved in managing natural hazard risk including key staff contacts	Sept 2016
Report summarising the roles and responsibilities, analysis of duplication and gaps. Include any recommendations for managing these	March 2017
Updated Terms of Reference with an evaluation process for each of the focus areas for presentation to the Chief Executive's Forum	Dec 2016
Collaboration and coordination	Target dates
Checklist of who should be consulted when preparing planning documents	Sept 2016
Report with analysis of planning frameworks	March 2017
Summary of different metrics used in LIR/LIM/PIM and relevant notices	March 2017
Recommendation report summarising what is currently used and identify any opportunities to improve and align	March 2017
Regular meetings scheduled and action points recorded	Ongoing
Training toolbox for internal training	March 2017
Meetings held to introduce new staff and where possible to align with existing events or report releases	Ongoing
Online calendar to record upcoming events	Ongoing
Regional research	Target dates
Searchable living electronic index of all hazards research held by councils and Civil Defence including expert evidence and s42a reports	Sept 2016
A guide explaining how research priorities are set and evaluated	Sept 2016
Best practice template/guide for commissioning research	March 2017
Best practice guide for conducting research	March 2017
Process for assessing effectiveness of documents	March 2017
Communication and engagement	Target dates
Presentation to joint Emergency Management Officer and Planners Forum on Canterbury Maps	Sept 2016
Training workshops undertaken	Sept 2016
Guide to releasing a report including possible ways to support interpreting technical information	March 2017
A best practice guide for communicating natural hazard risk to the public	March 2017
A method for evaluating effectiveness of communication and engagement initiatives	March 2017
Toolbox for staff in how they communicate with local communications	March 2017

A regional
approach
to
managing
natural
hazard risk

May 2016

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1. Executive Summary

Canterbury is susceptible to a range of natural hazards created by geological processes and climate / weather. Some of the natural hazards are experienced as slow incremental changes that pose risk (such as sea level rise), while others are experienced as more sudden and disruptive (sometimes disastrous) events (such as earthquakes, flooding and fire).

As New Zealand's largest and second most populated region, managing Canterbury's natural hazard risk is a challenging task. However, current institutional arrangements at international, national, regional and district scales provide a supportive framework for developing a regional approach and improving the way Canterbury manages natural hazard risk.

A regional approach to natural hazard risk is being developed for Canterbury under the Canterbury Risk Reduction Forum. The regional approach is a collaborative initiative currently involving all local authorities in the region and Canterbury Civil Defence Emergency Management.

Individual organisations participating in the development and implementation of the regional approach will benefit through greater efficiencies in achieving their own outcomes relating to planning for, and management of, natural hazard risk in their communities.

The first stage of the regional approach involves a one to two-year work programme focused on key issues and opportunities relating to roles and responsibilities, collaboration and coordination, regional research, and communication and engagement.

It is anticipated that this work programme will form the foundation to develop a bigger, longer term work programme for progressing managing natural hazard risk in Canterbury.

2. Introduction

In March 2015 the Canterbury Policy Forum endorsed the development and implementation of a collaborative regional approach to managing natural hazard risk in Canterbury, referred to as 'the regional approach'.

It was agreed that the regional approach would benefit the region by:

- providing an umbrella document pulling together relevant parts of the many existing plans and strategies as well as providing an overall regional direction;
- consolidating and building on work already undertaken, identifying and reducing duplication or gaps, and ensuring consistency in the approach taken across the region;
- enabling coordination of hazard and risk research across the region and supporting development of improved public information, communication and engagement; and
- contributing to building community resilience throughout the region.

Collaboration and sharing of information and expertise are also opportunities for individual organisations to achieve greater efficiencies in achieving their own outcomes relating to planning for, and management of, natural hazard risk.

The Canterbury Risk Reduction Forum was established with representation from Canterbury's local authorities and Civil Defence Group.

The Forum is led by a multidisciplinary Risk Reduction Working Group comprising planners, hazard analysts, and Civil Defence Emergency Management staff from across Canterbury. This Group is responsible for the development and progression of a work programme. This has been split into three phases. The first phase (this document) focuses on research and understanding. The second phase will focus on the development of solutions and the final phase will shift from a work programme to focus on implementation as 'business as usual'.

This document was developed to deliver on stage one of the regional approach. It contains a one to two-year work programme for managing natural hazard risk in Canterbury, which was developed through a series of region-wide workshops held with forum members since September 2015 and regular meetings of the Risk Reduction Working Group.

It has been reviewed and endorsed by representatives of all Canterbury councils and Civil Defence. The work programme contains the following four focus areas:

- Roles and responsibilities,
- Collaboration and coordination,
- Regional research, and
- Communication and engagement

Under each focus area there is a set of objectives and milestones. Each milestone has a set of activities, deliverables and a target date for completion, and will be assigned to a coordinator (staff member from one of the organisations involved) who will be responsible for leading the work associated with that milestone.

The work programme aims to achieve a number of “quick wins” such as:

- improving accessibility of hazard information
- building a toolbox of existing hazard risk consultation methods and
- providing a structure for understanding new research projects.

The work programme also establishes a series of investigative projects which form the base for a bigger, longer term work programme. Such programmes include:

- compiling current information on Land Information Memorandum (LIMs) to establish how aligned LIMs might look in the future
- understanding the level of consistency or inconsistency across natural hazard planning frameworks and
- investigating alternative methods of communicating risk such as the greater potential of citizen science.

3. The Canterbury context

3.1 Profile of Canterbury

Canterbury is New Zealand's largest region, with 42,200 square kilometres of diverse landscapes, including New Zealand's highest mountain, major lakes and river systems, and some of the country's most productive farmland. The region also has a long coastline, stretching nearly 800 kilometres. The land and seascapes along Canterbury's coastline vary from long sand and shingle beaches, to mudflats, cliffs and rocky shores.

Approximately 566,000 people live in Canterbury¹ making it the most populated region in the South Island and the second most populated in New Zealand. Christchurch is Canterbury's largest urban area with a population of approximately 366,000. Timaru, Ashburton and Rangiora are also significant urban centres, and there are many smaller towns and settlements throughout the region. In Canterbury, like most of New Zealand and many other countries, larger settlements where the majority of the population is located tend to be near the coast and/or waterways.

Canterbury's population is becoming increasingly diverse in ethnicity; it is also older and ageing at a faster rate than New Zealand's population overall.²

3.2 Natural hazards in Canterbury

Canterbury is susceptible to a range of natural hazards, primarily those created by geological processes and climate / weather. Some of those natural hazards are experienced as slow incremental changes that pose risk (such as sea level rise), while others are experienced as more sudden and disruptive (sometimes disastrous) events (such as earthquakes, flooding, fire).

Geological hazards

Canterbury is a geologically dynamic region where earthquakes occur frequently. New Zealand straddles the Pacific and Australian plates of the earth's crust, along which there are many faults, including the notorious Alpine fault which lies just to the west of Canterbury's western boundary. Almost all districts in Canterbury have active faults, many of which are still unmapped because they do not break the ground surface. The Canterbury earthquake sequence that started in Darfield in 2010, causing widespread liquefaction, cliff collapse, loss of life and damage to property, has demonstrated the destructive power of earthquakes than can occur in the region.

Earthquakes that occur offshore from New Zealand can cause tsunamis to arrive on New Zealand coasts. The most likely tsunami threat to most of the Canterbury coast is a distant-source tsunami triggered by a large earthquake in South America. The amount of land that could be inundated by such a tsunami depends on the height of the tsunami wave and its timing in relation to the tide.

¹ As at June 2013, refer Environment Canterbury website at <http://ecan.govt.nz/about-us/your-region/Pages/default.aspx>

² Canterbury Regional Economic Development Strategy August 2015

At Kaikōura a deep submarine canyon comes very close to the shore. Experts think it is possible for a local tsunami to be set off by a submarine landslide into the canyon, which would cause waves to come ashore within minutes.

Meteorological hazards

Canterbury experiences a wide range of temperatures and rainfall. Coastal Canterbury is considered dry, with an average rainfall of 650–700mm per year. In contrast, the Canterbury foothills receive over 1,000mm of rainfall and the high mountains experience from 2,000–4,000mm per year.

Flood is the most frequent extreme weather event to occur in Canterbury. Small areas are flooded each year in one part of the region or another, while larger floods happen less often. High and low flood hazard areas have been identified for the populated parts of most districts in Canterbury to identify the effects of flooding that are likely to occur every 50, 200 and 500 years.

Other natural hazards that Canterbury is susceptible to include drought, land instability, significant snow events, damaging wind storms and wild fires.

Coastal hazards

Many coastal settlements in Canterbury are subject to hazards related to storm surge, inundation and erosion. Even in areas where there is no population, assets located on the coast may be vulnerable, including railways, roads and sites of cultural significance to Ngāi Tahu.

Climate change

With climate change, Canterbury can expect to experience changing weather patterns and an increase in natural hazard risk. The region is already subject to sea level rise and is likely to experience an increase in the frequency and intensity of storm events; a hotter and drier climate (to the east of the main divide and wetter to the west); less snow cover; an increasing number of extreme weather events including heat waves, drought, wind, and rain events.

4. The legislative and policy context for managing natural hazard risk in Canterbury

Natural hazard risk management is recognised globally, nationally and at local government level, as a key concern for local government. However, managing natural hazard risk effectively requires that all levels of government work together in a collaborative and coordinated way. In New Zealand Civil Defence is a key agency for managing hazard risk, including natural hazards and man-made hazards.

Work on the regional approach to managing natural hazard risk in Canterbury has been undertaken within the context of institutional arrangements comprising numerous statutory and non-statutory frameworks at different scales. Key initiatives are listed below, separated by scale into international, national and local level.

4.1 The international context

Natural Hazards have been high on the United Nations agenda since increasing concern about the impact of disasters led to the General Assembly's declaration of the International Decade for Natural Disaster Reduction (IDNDR) from 1990-1999.

At a similar time (1988) the Intergovernmental Panel on Climate Change (IPCC) was established by the United Nations Environment Programme (UNEP) and the World Meteorological Organization to provide the world with a clear scientific view on the current state of knowledge on climate change and its potential impacts. IPCC is still the leading international body for the assessment of climate change.

Some recent key developments on natural hazards and climate change include the following (further details and hyperlinks for each of these is provided in Appendix 1):

Global Assessment Report on Disaster Risk Reduction 2015 (GAR15)

The Global Assessment Report on Disaster Risk Reduction (GAR) is the United Nation's biennial global review and analysis of the natural hazards affecting humanity. The fourth edition of the GAR on Disaster Risk Reduction was prepared for the third World Conference on Disaster Risk Reduction in Sendai, Japan.

The Sendai Framework

In March 2015 the United Nations member states adopted the Sendai Framework which sets out four priorities for action:

- understanding disaster risk
- strengthening governance
- investing in disaster risk reduction for resilience, and
- enhancing disaster preparedness for effective response.

IPCC Fifth Assessment Report (5AR) 2105

5AR evaluates how patterns of risk and potential benefits are shifting due to climate change, and considers how impacts and risks related to climate change can be reduced and managed through mitigation and adaptation.

The Paris Agreement 2016

The Paris Agreement, signed by 175 countries in April 2016, recognises that climate change:

- represents an urgent and potentially irreversible threat to human societies and the planet, and
- requires both mitigation (reducing greenhouse gas emissions and the rate of climate change) and adaptation (adapting to the effects of climate change).

Under the Paris Agreement New Zealand agreed to take urgent action to combat climate change and its impacts.

100 Resilient Cities

100 Resilient Cities is an international initiative that focuses on ‘helping cities around the world become more resilient to the physical, social, and economic challenges that are a growing part of the 21st century’. Greater Christchurch³ is currently preparing a resilience strategy.

4.2 The national context

Natural Hazards have also been on the national agenda for many years, with a range of statutes and non-statutory guidance relating to natural hazard risk management, including the following (further details and hyperlinks for each of these is provided in Appendix 2):

- The Civil Defence Emergency Management (CDEM) Act 2002
- The Resource Management Act 1991 (“RMA”) – and upcoming changes through the Resource Legislation Amendment (RLA) Bill 2016
- Local Government Act 2002
- Local Government Official Information and Meetings Act 1987
- Building Act 2004
- New Zealand Coastal Policy Statement 2010
- A planned national policy statement on natural hazards
- Managing Natural Hazard Risk in New Zealand: towards more resilient communities – LGNZ 2014
- Risk-based land use planning for natural hazard risk reduction - GNS Science 2013
- Protecting New Zealand from Natural Hazards, Insurance Council of New Zealand (ICNZ) 2104
- Climate Change Implications for New Zealand – Royal Society of New Zealand 2016

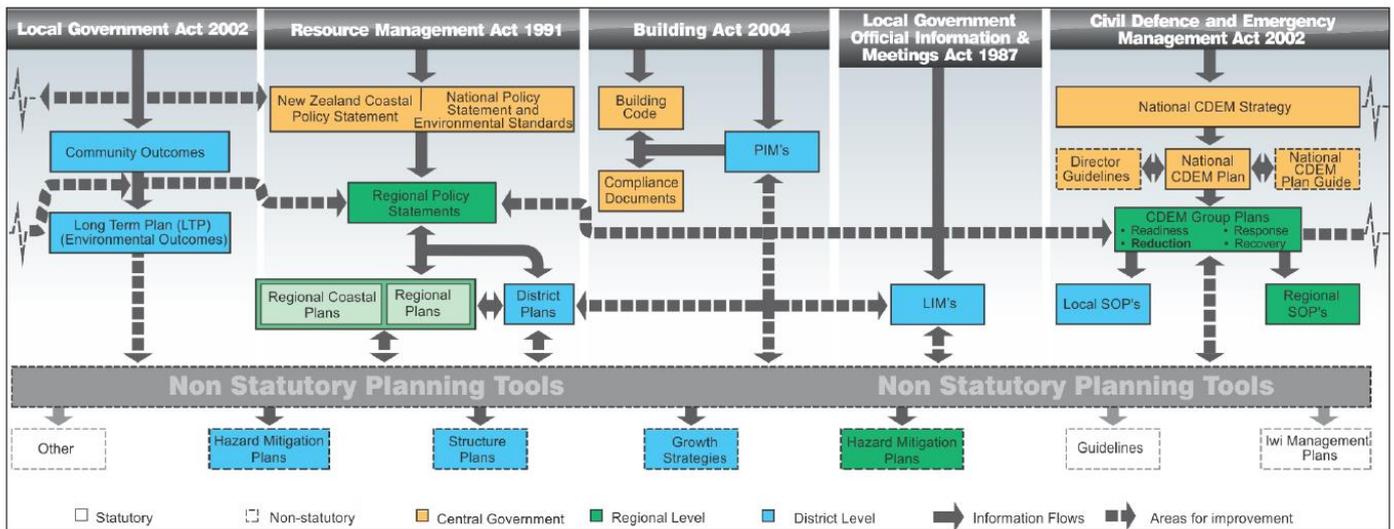
³ Christchurch City, Selwyn District and Waimakariri District Councils

4.3 The local context

Natural Hazard risk in the Canterbury region is primarily managed through planning frameworks at regional and district level, and CDEM initiatives, as follows (further details and hyperlinks for each of these is provided in Appendix 3):

- Canterbury Regional Policy Statement 2013
- Canterbury Civil Defence Emergency Management (CDEM) Group Plan 2014
- Regional Coastal Environment Plan for Canterbury 2005
- District Plans produced by each territorial authority
- A Resilience Plan for Greater Christchurch

Interconnections between various legislative and non-statutory frameworks at national, regional and local level are shown in the diagram below.



Roles and responsibilities for hazard management in New Zealand⁴

⁴ Risk-based land use planning for natural hazard risk reduction - GNS Science 2013

5. The regional approach work programme

This section contains a planned work programme for implementation over the next one to two years for managing natural hazard risk in Canterbury. The work programme was developed through a series of region-wide workshops held with Canterbury Risk Reduction Forum members, and regular meetings of the Risk Reduction Working Group. It has been reviewed and endorsed by representatives of all Canterbury councils and Canterbury Civil Defence.

The work programme contains the following four focus areas:

- Roles and responsibilities,
- Collaboration and coordination,
- Regional research, and
- Communication and engagement

Under each focus area there is a set of objectives and milestones. Each milestone has a set of activities and deliverables, and a target date for completion. The milestones will be assigned to a coordinator, who will be responsible for leading the activities.

Roles and responsibilities

No single agency is responsible for the management of natural hazard risk. To achieve a more co-ordinated approach to managing natural hazard risk and to prevent duplication of effort or oversights, clarification of roles and responsibilities is important. Part of this is recognising that the relationships between these agencies are not all the same, and these need to be flexible and fluid.

Objectives

Prevent duplication of effort and gaps by organisations involved in the management of natural hazard risk by ensuring that they:

- a) Know their and others' roles and responsibilities; and
- b) Develop relationships among these organisations.

Monitor, evaluate and communicate appropriately the effectiveness of research and risk reduction policies

Milestone number	Milestone name	Activities	Deliverables	Target date	Co-ordinator
1	Undertake a stocktake of organisations and their roles and responsibilities	<ol style="list-style-type: none"> 1. Identify any previous research projects that capture the roles and responsibilities of organisations 2. Collect new information from Council staff and external organisations as necessary 3. Maintain or develop relationships with key internal and external staff 	<ol style="list-style-type: none"> 1. A description/diagram explaining the roles and responsibilities of organisations involved in managing natural hazard risk including key staff contacts 	September 2016	
2	Produce a recommendation report identifying and providing suggestions to manage any gaps and unnecessary duplications of work	<ol style="list-style-type: none"> 1. Identify any gaps and unnecessary duplications in the implementation of hazard risk management 2. Document the roles and responsibilities of organisations involved in managing natural hazard risk, including a summary of any duplications, gaps and any implications arising from these. 	<ol style="list-style-type: none"> 1. Report summarising the roles and responsibilities, analysis of duplication and gaps. Include any recommendations for managing these 	March 2017	

Milestone number	Milestone name	Activities	Deliverables	Target date	Co-ordinator
3	Develop a review and evaluation loop for the work programme	<ol style="list-style-type: none"> 1. Review different evaluation methods and establish an appropriate review and evaluation loop for each of the focus areas 2. Include the evaluation process in the Terms of Reference of the Canterbury Natural Hazard Risk Reduction Group 	<ol style="list-style-type: none"> 1. Updated Terms of Reference with an evaluation process for each of the focus areas for presentation to the Chief Executive's Forum 	December 2016	Canterbury Planning Managers Group

Collaboration and coordination

Through aligning processes such as the preparation of LIMs, the regional approach aims to make working across district boundaries easier for property owners and the wider community. By aligning information gathering and sharing methods, organisations can maximise the use of limited resources. At times, alignment may mean acknowledging that consistency in all areas is not desirable or achievable.

Objectives

Collaborate and share information and knowledge on natural hazards and risks, within and between councils, stakeholders and the wider public.

Build and maintain relationships at a local, regional and national level ensuring we can build off the successes of others.

Milestone number	Milestone name	Activities	Deliverables	Target date	Co-ordinator
4	Develop an inclusive checklist for pre-consultation in the development of planning documents prepared by local authorities	<ol style="list-style-type: none"> 1. Establish a process where CDEM officers, and building control and asset managers are involved in the preparation of all plans 2. Include emergency services in engineering Code of Practice to ensure infrastructure is designed to meet requirements 	<ol style="list-style-type: none"> 1. Checklist of who should be consulted when preparing planning documents 	September 2016	
5	Understand the level of consistency or inconsistency across natural hazard planning frameworks	<ol style="list-style-type: none"> 1. Undertake an analysis of current regional and district plan frameworks for managing natural hazards, identifying inconsistencies and consistencies 	<ol style="list-style-type: none"> 1. Report with analysis of planning frameworks 	March 2017	

Milestone number	Milestone name	Activities	Deliverables	Target date	Co-ordinator
6	Assess various LIR / LIM / PIM / relevant notices wording and processes that are used throughout the region and why	<ol style="list-style-type: none"> 1. Compile a summary of the different risk metrics that are used throughout the region and the reasons why 2. Compile a region-wide set of examples all the different district LIR / LIM / PIM / relevant notices 3. Presentation on the legal tests for LIMs versus best practice to the Joint EMO / Planners forum 4. Commission a recommendation report including summary of legal tests, metrics, samples of LIMs, PIMs and notices and provide recommendations on any opportunities for consistent wording and processes 	<ol style="list-style-type: none"> 1. Summary of different metrics used in LIR / LIM / PIM and relevant notices 2. Recommendation report summarising what is currently used and identify any opportunities to improve and align 	March 2017	
7	Research the potential for a regional electronic portal for LIMs	<ol style="list-style-type: none"> 1. Organise regular meetings with GIS teams regionally to investigate the future potential for an electronic LIM accessing system similar to ePlan 	<ol style="list-style-type: none"> 1. Regular meetings scheduled and action points recorded 	Ongoing	
8	Develop a training toolbox	<ol style="list-style-type: none"> 1. Identify the training needs of staff within councils including any topics that could be covered on a regional level 2. Compile a regional training package that can be shared across councils 3. Identify ways in which information from an internal training package could be rolled out externally to support the public in understanding and evaluating risk 	<ol style="list-style-type: none"> 1. Training toolbox for internal training 	March 2017	

A REGIONAL APPROACH TO MANAGING NATURAL HAZARD RISK

Milestone number	Milestone name	Activities	Deliverables	Target date	Co-ordinator
9	Develop and maintain enduring relationships	<ol style="list-style-type: none"> 1. Arrange regular meetings between ECan TAs and Civil Defence, including new staff 2. Align meetings with release of new information/developments to ensure value of meetings 	<ol style="list-style-type: none"> 1. Meetings held to introduce new staff and where possible to align with existing events or report releases 2. Online calendar to record upcoming events 	Ongoing	

Regional research

The Canterbury region already has some very good hazard research. It is important to make the most of this existing research, making it easier to access. Any gaps in information should be identified. There is also an opportunity to evaluate research priorities and align with district plan review schedules.

Objectives

Evaluate existing natural hazard risk research and prioritise future research.

Report, manage and disseminate up-to-date research on natural hazards and risk.

Milestone number	Milestone name	Activities	Deliverables	Target date	Co-ordinator
10	Conduct a stocktake of research	<ol style="list-style-type: none"> 1. Scope indexes of research that exist already and where these are located 2. Combine and supplement existing registers with any other known research (including expert evidence and s42a reports where possible and relevant) 3. Include indexing document to show where research is located, if there are electronic copies etc. This should include: <ul style="list-style-type: none"> - links to external research including GNS, NIWA, NZTA, KiwiRail etc - date stamp so when printed it is possible to see date of research 4. Explore whether it is possible to annotate the index showing which research documents meet the quality threshold or which pieces have been superseded by more recent research. 	<ol style="list-style-type: none"> 1. Searchable living electronic index of all hazards research held by councils and Civil Defence including expert evidence and s42a reports 	September 2016	

A REGIONAL APPROACH TO MANAGING NATURAL HAZARD RISK

Milestone number	Milestone name	Activities	Deliverables	Target date	Co-ordinator
11	Develop a formal procedure for identifying the gaps in research and how priority is assigned for future research	<ol style="list-style-type: none"> 1. Conduct a gap analysis identifying where further research is desirable. 2. Develop a methodology for prioritisation of research priorities - at a district and regional level – potentially including a matrix on significance and likelihood 	<ol style="list-style-type: none"> 1. List of future research topics and their priority 2. A guide explaining how research priorities are set and evaluated 	September 2017	
12	Develop a guide to commissioning research	<ol style="list-style-type: none"> 1. Identify guides which exist already 2. Use existing guides to formulate guidance on what needs to be known prior to requesting research to ensure success. 3. Include request for timeframe for which the information remains valid, ie. five / twenty years or until further research proves otherwise 4. Engage inter and intra agencies in the preparation of research briefs 	<ol style="list-style-type: none"> 1. Best practice template/guide for commissioning research 	March 2017	
13	Develop a guide to conducting research	<ol style="list-style-type: none"> 1. Identify what guides exist already 2. Use existing documents to formulate guidance of what trustworthy and robust research consists of. 	<ol style="list-style-type: none"> 1. Best practice guide for conducting research 	March 2017	
14	Develop a process for assessing/evaluating district plans, civil defence responses and hazard research programmes	<ol style="list-style-type: none"> 1. Set up a standard assessment/evaluation method each Council can use to evaluate the effectiveness of district plans, civil defence responses and hazard research programmes 	<ol style="list-style-type: none"> 1. Process for assessing effectiveness of documents 	March 2017	

Communication and engagement

At a high level the regional approach is looking at how we impart and exchange information both within and outside of our organisations. One of the key issues is how to ensure that those making the decisions have, and understand, the appropriate information, whether this be councillors or the public.

Objectives

Communicate effectively within an organisation the appropriate level of information with those who are making natural hazard risk decisions.

Engage proactively with communities.

Improve the understanding of hazard management and the current approaches to natural hazard risk reduction, within and between councils, stakeholders and the wider community.

Milestone number	Milestone name	Activities	Deliverables	Target date	Co-ordinator
15	Continue to develop an electronic portal for storing hazards information	<ol style="list-style-type: none"> 1. Request presentation on how to make the most out of Canterbury Maps 2. Discuss ways to improve public/internal usability and any limitations of Canterbury Maps 3. Arrange any necessary internal and external training to support use 	<ol style="list-style-type: none"> 1. Presentation to joint emergency management officer and planners forum on Canterbury Maps 2. Training workshops undertaken 3. Milestone report including recommendations for future development and training requirements 	September 2016	
16	Develop a guide for handing over research to end users	<ol style="list-style-type: none"> 1. Establish a suitable timeframe for releasing reports to the public 2. Link this timeframe to any necessary communications messaging that is needed to assist in the understanding of this report. Consider the use of a story map. 	<ol style="list-style-type: none"> 1. Guide to releasing a report including possible ways to support in interpreting technical information 	March 2017	

A REGIONAL APPROACH TO MANAGING NATURAL HAZARD RISK

Milestone number	Milestone name	Activities	Deliverables	Target date	Co-ordinator
17	Investigate alternative methods and theories of communicating and engaging	<ol style="list-style-type: none"> 1. Contact other councils and discuss their various hazard communication initiatives and the level of success they experienced 2. Conduct a targeted research project on national risk communication methods and their level of success 3. Develop a regional approach / guideline for communicating hazards / risks to the public (a best practice guideline) for all key projects. 4. Look at ways of measuring successful communication / engagement 5. Test the desire for a communications forum to be set up to share ideas and successes 6. Explore the potential for using citizen science as an engagement tool 	<ol style="list-style-type: none"> 1. A best practice guide for communicating natural hazard risk to the public 2. A method for evaluating effectiveness of communication and engagement initiatives 3. Toolbox for staff in how they communicate with local communications 	March 2017	

APPENDIX 1: THE INTERNATIONAL CONTEXT

Global Assessment Report on Disaster Risk Reduction 2015 (GAR15)

http://www.preventionweb.net/english/hyogo/gar/2015/en/gar-pdf/GAR2015_EN.pdf

The fourth edition of the United Nations Global Assessment Report on Disaster Risk Reduction, developed in preparation for the third World Conference on Disaster Risk Reduction in Sendai, Japan.

GAR15 is the fourth in the series coordinated by the United Nations Office for Disaster Risk Reduction (UNISDR) in the context of the Hyogo Framework for Action 2005-2015: Building the Resilience of Nations and Communities to Disasters (HFA). The HFA is an international framework adopted by 168 UN member States in Kobe, Japan in January 2005 to achieve an expected outcome of: *The substantial reduction of disaster losses, in lives and in the social, economic and environmental assets of communities and societies.*

Key points made in this report include:

- Since the HFA was adopted, there has been an exponential increase in political commitment to disaster risk reduction, in the development of institutional and legislative arrangements, in improvements in preparedness and early warning, in the production of risk information and in the formulation of policies and strategies at all levels.
- Most countries have understood and practised disaster risk reduction as the management of disasters. However this approach has proved unfit for purpose to manage the underlying risks. Addressing them requires actions such as reducing poverty, planning and managing cities appropriately and protecting and restoring ecosystems. Cases where disaster risk considerations are fully factored into social and economic investments, or where risk knowledge is integrated into development plans and practice, are still the exception. As such, and despite notable improvements in disaster management, new risks have been generated and accumulated faster than existing risks have been reduced.

The Sendai Framework for Disaster Risk Reduction 2015

<http://www.unisdr.org/we/coordinate/sendai-framework>

At the Third World Conference on Disaster Risk Reduction in Sendai, Japan, the United Nations Member States adopted the Sendai Framework. The Sendai Framework is a 15-year voluntary, non-binding agreement which recognizes that the State has the primary role to reduce disaster risk but that responsibility should be shared with other stakeholders including local government, the private sector and other stakeholders.

The Framework sets out four Priorities for Action:

- Priority 1: Understanding disaster risk
- Priority 2: Strengthening disaster risk governance to manage disaster risk
- Priority 3: Investing in disaster risk reduction for resilience
- Priority 4: Enhancing disaster preparedness for effective response and to “Build Back Better” in recovery rehabilitation and reconstruction.

Intergovernmental Panel on Climate Change (IPCC), Fifth Assessment Report (5AR) 2104

<https://ipcc.ch/report/ar5/wg2/>

Over the last two decades, IPCC's Working Group II has developed assessments of climate-related impacts, adaptation and vulnerability. This report evaluates how patterns of risk and potential benefits are shifting due to climate change, and considers how impacts and risks related to climate change can be reduced and managed through mitigation and adaptation.

Compared to past Working Group II assessment reports, 5AR assesses a substantially larger knowledge base of relevant scientific, technical and socioeconomic literature.

This report characterizes observed impacts, vulnerability and exposure relating to the effects of climate change, and adaptive responses to date. It also examines future risks and potential benefits, principles for effective adaptation, and the broader interactions among adaptation, mitigation, and sustainable development.

New Zealand Findings⁵

A chapter is included about impacts, adaptation and vulnerability of Australia and New Zealand. This chapter states that New Zealand is already experiencing climate change, with long-term trends towards higher temperatures, more hot extremes, fewer cold extremes and shifting rainfall patterns in some regions. More change is expected over the 21st century, having far reaching effects on freshwater, natural ecosystems, coastlines and flood plains, oceans and fisheries, forestry, agriculture, energy, tourism, health and Maori society.

Two key adaptation challenges are identified:

- When and where adaptation may imply transformational rather than incremental changes
- Where specific interventions could overcome adaptation constraints, eg, better coordination between central and local government.

The Paris Agreement 2016

<http://www.un.org/sustainabledevelopment/climate-change-2/>

In April 2016, 175 countries signed the Paris Agreement recognising that climate change represents an urgent and potentially irreversible threat to human societies and the planet. The Agreement recognises that climate change responses require both mitigation (reducing greenhouse gas emissions and the rate of climate change) and adaptation (adapting to the effects of climate change). Under the Paris Agreement New Zealand agreed to take urgent action to combat climate change and its impacts.

⁵ Summarised by New Zealand Climate Change Centre in *Climate Change IPCC Fifth Assessment Report New Zealand Findings 2015*.

APPENDIX 2: THE NATIONAL CONTEXT

Civil Defence Emergency Management Act 2002

CDEM's purpose is:

- the promotion of the sustainable management of hazards;
- the encouragement of communities to achieve acceptable levels of risk;
- the requirement for local authorities to co-ordinate four R activities through regional CDEM groups;
- the alignment of local civil defence emergency management planning with a national strategy and national plan; and
- the encouragement of the co-ordination of emergency management, planning, and activities across the wide range of agencies with a stake in CDEM (through establishment of roles and functions for emergencies).

The CDEM Act is framed around the so-called “four Rs” being:

- reduction (of risk);
- readiness (for an event);
- response (when an event occurs); and
- recovery (post event).

This Act is the foundation of a national risk management framework that includes the National CDEM Strategy, the National CDEM Plan, and many supporting plans and arrangements including CDEM Groups (regional), territorial authorities, emergency services and lifeline utilities.

The relationship between these is shown in Figure 1. At the regional level, CDEM Groups provide a collaborative approach to natural hazards including⁶:

- identifying potential hazards and risks (likelihood and consequences) in each region
- identifying the vulnerability characteristics of communities
- considering risks and addressing reduction.

CDEM is currently reviewing its national strategy.⁷ The strategy sets out principles and goals that guide all CDEM stakeholders (including government departments, local authorities, lifeline utilities, and emergency services) in working towards the vision of a ‘Resilient New Zealand’. Implementation of the strategy will demonstrate New Zealand’s progress over time towards the priorities of the Sendai Framework.

⁶ The Guide to the National CDEM Plan 2015, section 6, pp5-6

⁷ <http://www.civildefence.govt.nz/cdem-sector/national-disaster-resilience-strategy-development/>

THE NEW ZEALAND CDEM FRAMEWORK



Figure 1: The New Zealand CDEM Framework⁸

Resource Management Act 1991

The RMA promotes the sustainable management of natural and physical resources. This involves managing resources in ways which provide for social, economic and cultural well-being, for health and safety, and for the needs of current and future generations.

Section 30(1c)(iv) of the RMA provides regional councils with the function of controlling the use of land for the purpose of the avoidance or mitigation of natural hazards. In respect of any coast marine area in the region, provides for the control of any actual or potential effects of the use, development or protection of land, including the avoidance or mitigation of natural hazards.

For territorial authorities, section 31(1b)(i) of the RMA provides the function of controlling any actual or potential effects of the use, development or protection of land, including for the purpose of the avoidance or mitigation of natural hazards.

Section 62 of the RMA requires that a regional policy statement must state the local authority responsible in whole or any part of the region for specifying the objectives, policies and methods for the control of the use of land to avoid or mitigate natural hazards.

⁸ National CDEM Strategy 2007, p4 <http://www.civildefence.govt.nz/assets/Uploads/publications/national-CDEM-strategy-2008.pdf>

Resource Legislation Amendment (RLA) Bill

The RLA Bill proposes amendments to the RMA such that ‘the management of significant risks from natural hazards’ would be included in section 6 of the Act as a matter of national importance. The Canterbury Mayoral Forum made a submission to the Local Government and Environment Select Committee on the RLA Bill which included unanimous support from all eleven councils in the Canterbury region for this proposal and the associated amendment to s106 RMA.

The RLA Bill also proposes a national planning template to improve consistency of plans and policy statements, reducing complexity and improving the clarity and user-friendliness of plans.⁹ It seeks to standardise formatting, structures and definitions where possible.

The RLA Bill proposes to set out a minimum requirement for councils to provide searchable plans online and free of charge. This includes both operative and proposed regional plans and policy statements.

Local Government Act 2002 (LGA)

The LGA provides a framework for the way local government must operate. Section 11A of the LGA states that “in performing its role a local authority must have particular regard to the contribution that the following services make to its communities ... (d) the avoidance or mitigation of natural hazards.” Section 14 also outlines a number of principles in which councils must act in accordance with including having regard to the views of its communities.

Local Government Official Information and Meetings Act (LGOIMA) 1987

Section 44A of the LGOIMA requires a territorial authority to provide a Land Information Memorandum (LIM) for a property on request. A LIM must include all of the information known by the Council regarding natural hazards relevant to the property. Information does not need to be included on a LIM if that information is included within a District Plan.

Building Act 2004

The Building Act 2004 provides for the regulation of building work, the establishment of a licensing regime for building practitioners, and the setting of performance standards for buildings, to ensure that –

- People who use buildings can do so safely and without endangering their health; and
- Buildings have attributes that contribute appropriately to the health, physical independence, and well-being of the people who use them; and
- People who use a building can escape from the building if it is on fire; and
- Buildings are designed, constructed, and able to be used in ways that promote sustainable development.

⁹ <http://www.legislation.govt.nz/bill/government/2015/0101/latest/whole.html#DLM6669131>

Section 71(1) of the Act requires a building consent authority to refuse to grant a building consent if the land is subject to one or more natural hazards or the building work is likely to accelerate, worsen, or result in a natural hazard. Section 71(1) does not apply if the building consent authority is satisfied that adequate provision has been or will be made to protect the land, building work or other property from the natural hazard or any damage caused is restored.

Building Regulations 1992

Under Schedule 1 of the Building Regulations 1992, clause B2.3.1 requires that: “*Building elements* must, with only normal maintenance, continue to satisfy the performance requirements of this code for the lesser of the *specified intended life* of the *building*, if stated, or:

- (a) *the life of the building, being not less than 50 years, if:*
 - (i) *those building elements (including floors, walls, and fixings) provide structural stability to the building, or*
 - (ii) *those building elements are difficult to access or replace, or*
 - (iii) *failure of those building elements to comply with the building code would go undetected during both normal use and maintenance of the building.”*

New Zealand Coastal Policy Statement (NZCPS) 2010

The NZCPS is a national policy statement under the Resource Management Act 1991, with policies to achieve the purpose of the RMA in relation to the coastal environment of New Zealand.

Specifically pertaining to natural hazard risk, Objective 5 of the NZCPS seeks:

To ensure that coastal hazard risks taking account of climate change, are managed by:

- (i) locating new development away from areas prone to such risks;
- (ii) considering responses, including managed retreat, for existing development in this situation;
- (iii) protecting or restoring natural defences to coastal hazards.

Other NZCPS policies are concerned with adopting a precautionary approach; the identification of coastal hazards, subdivision, use and development in areas of coastal hazard risk; natural defences against coastal hazards and strategies for protecting significant existing development from hazard risk.

A possible National Policy Statement for Natural Hazards

The Ministry for the Environment has indicated that later in 2016 it intends to do a scoping exercise to determine whether there is support for development of a national policy statement for natural hazards. Any national policy statement is unlikely to be in place until 2018.

Managing natural hazard risk in New Zealand – towards more resilient communities, 2014, Local Government New Zealand (LGNZ)

<http://www.lgnz.co.nz/home/our-work/our-policy-priorities/6.-environment-issues/natural-hazards/>

LGNZ released this ‘think piece’ on natural hazard management in New Zealand emphasising that solutions need to be developed through integration and collaboration, and the need for issue and place-specific responses.

This think piece provides information to help central and local government improve their management of natural hazard risk. Key sections of the report include:

- The law and policy context for natural hazard management
- Roles and responsibilities for natural hazard management, and
- SWOT/gap analysis of the current regime for managing natural hazard risk.

Risk-based land use planning for natural hazard risk reduction - GNS Science 2013

<http://www.gns.cri.nz/Home/RBP/Risk-based-planning>

This report and an associated on-line toolkit was developed to assist planners with defining levels of risk and with including natural hazard risk in land use planning. A five-step risk-based approach for natural hazards was developed and an engagement strategy. It presents techniques, practice steps and options for enabling local government to review multiple natural hazard risks with stakeholders and the wider community.

Protecting New Zealand from Natural hazards, Insurance Council of New Zealand (ICNZ) 2104

<http://www.icnz.org.nz/>

This position paper from ICNZ recognises that New Zealand is highly vulnerable to natural hazard risks. It is one of the most vulnerable economies in the world to the impact of natural disaster as a percentage of GDP, ranked third most vulnerable of 42 countries after Bangladesh and Chile¹⁰.

The position paper calls for strong leadership and governance at a national level, with the development of a coordinated strategy to address natural hazards in New Zealand focused primarily on reducing the potential impact of disasters before they strike.

A list action of actions is proposed under four headings:

- Strategy and legislation
- Information to make the right decisions
- Funding
- Insurance

¹⁰ Cites Lloyd’s Global Underinsurance Report compiled by the Centre for Economics and Business Research Ltd, October 2012.

Climate Change Implications for New Zealand – Royal Society of New Zealand 2016

<http://www.royalsociety.org.nz/expert-advice/papers/yr2016/climate-change-implications-for-new-zealand/>

Released by the Royal Society of New Zealand in April 2016, this report states that New Zealand is being affected by climate change and that the impacts are set to increase in magnitude and extent over time. The report describes in general terms the changes in climate that are expected globally and nationally during the 21st century, before focusing on the following six key areas of risk for New Zealand:

- coastal margins
- flooding from rivers
- availability of and competition for freshwater
- changes to our surrounding oceans
- threats to unique ecosystems
- flow-on effects from climate change impacts and responses overseas.

The authors point to the need to balance a range of devolved responsibilities across national, regional and local government arrangements for addressing climate-related risks.

APPENDIX 3 THE LOCAL CONTEXT

Canterbury Regional Policy Statement (CRPS) 2013

The CRPS provides an overview of the significant resource management issues facing the region. The purpose of the CRPS is to set out objectives, policies and methods to resolve those resource management issues and to achieve the integrated management of the natural and physical resources of Canterbury.

Chapter 11 of the CRPS identifies local authorities' responsibilities for the control of the use of land to avoid or mitigate natural hazards in the Canterbury Region as follows:

1. The Canterbury Regional Council

Will be responsible for specifying the objectives, policies and methods for the control of the use of land in the following areas:

- a. within the 100-year coastal erosion hazard zones outside of greater Christchurch, as defined by maps in the Canterbury Regional Coastal Environment Plan
- b. within areas in greater Christchurch likely to be subject to coastal erosion and sea water inundation including the cumulative effects of sea level rise over the next 100 years where provisions are not specified in an operative district plan; and
- c. within the beds of rivers and lakes; and
- d. within the coastal marine area for the purpose of avoiding or mitigating natural hazards.

2. Territorial Authorities

Will be responsible for specifying the objectives, policies and methods for the control of the use of land, to avoid or mitigate natural hazards in their respective areas excluding those areas described in 1a, c, and d above.

(3) Joint Responsibilities

Local authorities will have joint responsibility for specifying the objectives, policies and methods for the control of the use of land, to avoid or mitigate natural hazards in areas subject to seawater inundation...

Canterbury Civil Defence Emergency Management (CDEM) Group Plan 2014

The CDEM Group Plan for the Canterbury region is a strategic document that provides direction on how comprehensive, risk-based emergency management will be implemented in the Canterbury region.

The Canterbury CDEM Group Plan is structured around the 4 R's model used for comprehensive risk management in New Zealand, and describes the mechanisms for achieving risk reduction, readiness, response and recovery.

Objective 4.5.3 - Risk management, aims to ensure that planning and management of risk are based on relevant risk assessments. Actions proposed to achieve this objective include:

1. Establish a Canterbury risk reduction forum to act as a forum for collaborative work on risk reduction.
2. Assist with ensuring that hazards and risks are taken into account in land-use planning practices.

The Civil Defence Emergency Management (CDEM) Group Plan developed a risk matrix to assess risk in Canterbury. This is relevant to Canterbury and indicates the likelihood of an event and compares it to the significance of the consequences (Figure 2).

District plans – review schedule

District plans give effect to the RMA, the CRPS and other higher order instruments by including provisions which manage land use to avoid or mitigate natural hazards. Canterbury's ten territorial authorities are at different stages in their district plan review cycle, as shown in the table below:

	Status of district plan	Timing of District Plan Review
Christchurch City Council	Parts of CCC plan operative Banks Peninsula operative 2012	Currently under review, hearings still underway Replacement District Plan to be operative in December (excluding coastal hazards provisions)
Selwyn District Council	Partly operative June 2008	Commenced review 2016
Waimakariri District Council	Operative November 2005	Commenced review 2016
Hurunui District Council	Operative August 2003	Currently under review, hearings underway
Ashburton District Council	Operative August 2014	
Kaikoura District Council	Operative June 2008	Review to commence 2018
Timaru District Council	Operative 8 th March 2005	Commenced review 2015
Waitaki District Council	Fully operative 2010	Commenced review 2015
Waimate District Council	Operative 2014	
Mackenzie District Council		Commenced review 2016

LIKELIHOOD	CONSEQUENCES				
	1	2	3	4	5
	INSIGNIFICANT	MINOR	MODERATE	MAJOR	CATASTROPHIC
A ALMOST CERTAIN	Moderate	Moderate	Very High	Extreme	Extreme
	Electrical storms	Heavy rainfall Coastal erosion/inundation	None identified	None identified	None identified
	Low	Moderate	High	Very High	Extreme
B LIKELY	None identified	Wildfire	Flooding of eastern foothill rivers	Pandemic	None identified
		Fire at rural/urban interface			
		Major snow/ice Major road accident			
C POSSIBLE	Low	Moderate	Moderate	High	Very High
	Hail storm	Distant-source tsunami	Flooding of alpine rivers	Local earthquake	Alpine Fault earthquake
		Water supply failure (urban) Port incident Major rail accident High winds	Drought Marine accident at sea Animal disease epidemic		Regional tsunami Kaikoura local tsunami
D UNLIKELY	Very Low	Low	Moderate	High	Very High
	Land instability	Multi-agency urban fire	Fuel supply failure	None identified	None identified
	Tornado	Wastewater supply Hazardous substances affecting water	Electricity (major supply point) failure Telecoms failure Biological pests/new organisms		
E RARE	Very Low	Very Low	Low	Moderate	High
	Space debris	None identified	Major air accident	None identified	None identified
	Civil unrest/terrorism				

Figure 2: CDEM risk matrix: low to extreme-risk hazards in Canterbury

A Resilience Plan for Greater Christchurch

<http://www.100resilientcities.org/>

In December 2013, Christchurch was selected by the Rockefeller Foundation to take part in the global 100 Resilient Cities Network (100RC). 100RC is dedicated to helping cities around the world become more resilient to the physical, social and economic challenges that are a growing part of the 21st century.

Christchurch City Council's Chief Resilience Officer is working with the Urban Development Strategy partners to develop a Greater Christchurch Resilience Plan.

The proposed goals and programmes in the Greater Christchurch Resilience Plan are described in the following table:

Goals		Programmes
Goal 1: Connected	We are connected communities living in adaptable places	1A: We will connect people
		1B: We will create adaptable places
		1C: We will improve the Quality, Choice and Affordability of Housing
Goal 2: Participatory	We are a community that participates in shaping our future	2A: We will build participation and trust in decision making
		2B: We will support Community Organisations and Leaders
		2C: We will promote more consistency and collaboration across tiers of governance.
Goal 3: Prosperous	We are prosperous by fostering innovation and attracting people	3A: We will connect internationally
		3B: We will foster a culture of innovation
Goal 4: Understanding	We understand and are prepared for future challenges	4A: We will improve community understanding and acceptance of risk
		4B: We will manage the risks we face.
		4C: We will secure our future in the eastern parts of Christchurch

Chief Executives Forum

Item 5

Date: 30 May 2016

Presented by: Jim Palmer, Chair

Further local government collaboration

Purpose

This discussion paper has been developed by the Canterbury Policy Forum to support the Mayoral Forum's work programme to identify further opportunities to collaborate within Canterbury.

Recommendations

That the Chief Executives Forum:

1. **agree** the set of criteria for analysing and prioritising collaborative initiatives in the Canterbury region
2. **agree** the opportunities for further collaboration that should be prioritised, for discussion at the Mayoral Forum meeting on 24 June 2016
3. **note** that the Canterbury Policy Forum will support the Chief Executives Forum to progress initiatives, as requested.

Background

1. At its meeting on 29 April 2016, the Canterbury Mayoral Forum considered the report by McGredy Winder, *Collaboration between Canterbury Local Authorities – progress and opportunities*, and agreed that the Chief Executives would workshop, agree and prioritise areas for further collaboration and shared services.
2. The Mayoral Forum also considered that some of the matters discussed in the report may be sub-regional and not suitable to progress at the regional level, and agreed this should be incorporated in the framework for analysing opportunities.

Criteria for analysing and prioritising initiatives

3. At its meeting on 6 May 2016, the Canterbury Policy Forum discussed draft criteria that could potentially be used to analyse and prioritise initiatives that could be progressed regionally. The draft criteria draw on a number of sources, in particular the report *Local Government Information Series: A review of collaboration among councils* (Department of Internal Affairs, 2009).
4. The Policy Forum noted that:
 - care is needed with using the terminology of collaboration and centralisation
 - there is an important distinction between transactional versus strategic opportunities:
 - transactional opportunities may result in quick, short-term gains, while strategic opportunities are more likely to be long-term projects

- some opportunities may require investment, while others may require investment in service delivery
 - the criteria should include a time bound measurement
 - some weighting of criteria should be considered, i.e. benefits versus ease of implementation
 - consideration must be given to budgets.
5. The criteria for analysing and prioritising potential collaborative initiatives agreed by the Policy Forum are listed in attachment 1.

Summary of suggestions in McGredy Winder report

6. The McGredy Winder report identifies a number of areas where collaboration could be further progressed (pages 7-13 of the report):
- tourism promotion, including developing and agreeing a fair and sustainably resourced model for promoting the Canterbury region
 - rural fire and emergency management in rural communities, including interconnectivity and use of radio by councils
 - building control
 - rating services
 - regulatory environment and bylaws, including district plan integration
 - integration of corporate services
 - integration of engineering services and common standards
 - integration of water and wastewater delivery
 - integration of roading or transport delivery
 - benchmarking and performance improvement.
7. The Policy Forum also identified several other areas for collaboration, including:
- benchmarking and performance improvement
 - ongoing joint policy submissions
 - GIS.
8. In addition, at its meeting of 29 April 2016, the Mayoral Forum accepted Christchurch City Council's offer to broaden its strategic assessment of 3 Water and Transport Infrastructure, and to work with other Canterbury councils to identify opportunities for collaboration on a regional or sub-regional basis.
9. The Christchurch City Council assessment includes:
- drivers, challenges and opportunities
 - investment logic maps
 - systematically using Treasury's Better Business Case framework to support decision making on whether there is a case for change.

Assessment for further collaboration

10. The following activities have been assessed using the criteria (refer attachment 2) and, if Chief Executive's agree, represent the areas for further work:

Major initiatives

- continuing implementation of CREDS
- assessing merits of integrating water and wastewater delivery
- assessing merits of integrating roading and/or transport delivery
- ongoing joint policy submissions

Minor to mid-sized initiatives

- integration of engineering services and common standards
- further development of GIS/Canterbury Maps
- rating services
- building control and regulatory co-ordination
- benchmarking and performance improvement.

Next steps

11. The Chief Executives Forum agree on the opportunities for further collaboration that should be prioritised, for discussion at the Mayoral Forum meeting on 24 June 2016.

Attachment 1: Criteria for prioritising further collaboration

- a. Likely nature and size of projected impact (extent of savings, reduction in duplication, better value for money, better use of resources/time savings, potential to address issues and interests, better advocacy and promotion, potential for shared knowledge).

minor impact			moderate impact			significant impact	
1	2	3	4	5	6	7	8

- b. Extent of the cost and resourcing required to investigate and implement the opportunity.

significant investment			moderate investment			minor investment	
1	2	3	4	5	6	7	8

- c. Extent of contribution to the priorities established in the CREDS.

no direct connection to a work stream			some connection			supports a work stream	
1	2	3	4	5	6	7	8

- d. Extent to which risks will be managed more effectively (for example, increasing capability and/or capacity to do so).

minor improvement			moderate improvement			significant improvement	
1	2	3	4	5	6	7	8

- e. Extent to which there will be greater capacity to further regional interests.

minor improvement			moderate improvement			significant improvement	
1	2	3	4	5	6	7	8

- f. Extent to which collaborating and being seen to collaborate may secure other advantages.

minor improvement			moderate improvement			significant improvement	
1	2	3	4	5	6	7	8

Attachment 2: Scoring

	Nature and size of impact	Cost and resourcing	Contribution to CREDS	Capacity to further regional interests	Advantages of collaboration	Management of risks	TOTAL
Weighting (1-5)	5	5	3	3	2	2	
Integration of water and wastewater	8	1	7	7	7	7	115
Integration of roading and transport	8	1	7	7	7	7	115
Ongoing joint policy submissions	4	7	4	7	7	5	112
Further development of GIS/Canterbury Maps	6	3	3	6	7	4	94
Integration of engineering services	7	2	2	5	6	7	92
Rating services	7	2	1	5	6	7	89
Tourism promotion	6	2	2	6	3	2	74
Building control	7	2	3	3	5	5	73
Regulatory environment	5	1	3	4	5	5	71
Integration of corporate services	6	1	1	4	5	6	72
Benchmarking and performance improvement	3	6	1	3	2	1	63
Rural fire and emergency management	3	3	3	2	2	6	61



Collaboration between Canterbury Local Authorities – progress and opportunities

Report to Canterbury Mayoral Forum.

Peter Winder
April 2016



Introduction

1. In June 2013 McGredy Winder & Co provided advice to the Canterbury Mayoral Forum about options for collaboration between Canterbury councils on strategy, policy and planning issues. That paper set out a framework for thinking about collaboration including both the motives for collaboration and how to develop a shared agenda for joint strategy and policy work.
2. A further report in August 2013 provided advice on options for broader collaboration. That report explored a wide range of opportunities to collaborate through:
 - sharing information
 - joint procurement of goods and services
 - shared capability
 - joint project teams and specific initiatives
 - shared business systems
 - integrated or joint delivery of services.
3. A strong theme of the advice provided in 2013 was that for collaboration to be successful, participating councils must have common objectives and motives from the outset. Successful collaboration will be characterised by councils that have:
 - both a need and a willingness to share resources
 - an open and transparent approach to working with others
 - clearly identified and communicated what they want from the arrangement
 - defined the level of financial, intellectual and real resources they can commit
 - developed clear decision-making and problem solving mechanisms for joint work (including how to set priorities and when they might opt out).
4. The June 2013 report concluded that:

Building a track record of success with simple, but effective collaboration will lay the foundations necessary for more complex, but more rewarding collaboration. It is therefore suggested that the Canterbury councils would be wise to focus collaborative efforts relating to strategy and policy on the simple but effective forms of collaboration.
5. Since that time the Canterbury councils, through the Mayoral Forum, have made considerable progress in establishing a range of collaborative mechanisms and a track record of working together.
6. As the Mayoral Forum approaches the end of the current triennium it is considering what progress has been made and what may be appropriate targets for collaboration over the next three years.



Progress Since 2013

7. Since 2013 the Canterbury councils have made significant progress on a number of collaborative initiatives. The Mayoral Forum has tended to be the focus and driver of region-wide initiatives. Their work programme has 44 activities, which range from exploring after-hours call centre opportunities to the key planks of the regional economic development strategy. There are also a number of sub-regional collaboration initiatives involving two or more councils.
8. Since 2013 the councils have established and supported significant collaborative work programmes through the Mayoral Forum.
9. The operation of the mayoral forum has in part been possible because of the leadership that has been exercised by Dame Margaret Bazley and the spirit in which that leadership role has been accepted. This has been a period of relative harmony in the relationships between Environment Canterbury and the region's territorial authorities.
10. The successful operation of the Mayoral Forum has also depended on a number of other well-functioning groups including the Canterbury Chief Executives Forum and the Policy Forum. They are cornerstones of significant collaborative work. The executive support for these groups provided by Environment Canterbury has also been essential.
11. The flagship product of the Mayoral Forum's collaboration is the Canterbury Regional Economic Development Strategy (CREDS). It presents a strong 20-year vision for the future of the region and supports it with seven practical work streams, each championed by a different Mayor.
12. The other major area of effective collaboration has been in the development and implementation of the Canterbury Water Management Strategy. Approached on a catchment basis, one of the critical success factors of the programme has been the effective collaboration between Environment Canterbury, territorial authorities and community representatives.
13. The way in which the Canterbury councils are now working has been visible outside of local government. Through the initiatives to improve mobile connectivity and the universal roll out of 4G mobile coverage, Spark noted a fundamental change in the way the region's local authorities worked together. The ability to engage with all of the councils in one place, do business, and get a common approach meant that Spark was willing to bring forward a \$14m investment across the region to deliver 4G services far sooner than would otherwise have been the case. There are other opportunities where this sort of collaboration could be applied.
14. Through the work of the Policy Forum, Canterbury now has the ability to develop and advocate for a Canterbury-wide perspective on policy issues. The combined approach is significantly improving the ability of Canterbury councils to contribute to important national policy issues with one voice.
15. Not all of the efforts at collaboration have been easy or immediately successful. One of the key initiatives with respect to transport was to develop better integration of governance and decision-making with respect to public transport for greater Christchurch. This work



highlighted major shortcomings with the legislative framework, which are now being addressed by the government's Better Local Government Services Package. This work also illustrated quite different expectations and approaches to decision-making and delegation between the four councils involved. Ensuring effective and appropriate community input and a balance between the interests of four councils, with respect to sharing influence, control, financial accountability and good governance, has required considerable effort.

16. It has also been challenging to resource the implementation of joint strategies. The CREDS identifies a large number of actions to implement the strategy. They would need to be undertaken by both public and private sector organisations. Even where the actions might primarily fall to either central government or the private sector there is a leadership and co-ordination role for the Canterbury local authorities. However, it has to date proved challenging for the local authorities to resource this sort of activity. By and large this would be new and additional activity for each council. Funding it would either require the reallocation of existing resources or raising additional revenue. Each council is likely to have existing unfunded projects that they consider to be a higher priority than parts of the CREDS implementation plan.
17. In addition to the higher-profile region-wide collaborative efforts there are a number of lower-profile regional initiatives like Canterbury Maps, and forums for finance managers, IT managers, planning managers, and engineers dealing with roading and 3 waters. Sub-regional initiatives include:
 - collaboration and sharing of health and safety expertise between Waimakariri and Selwyn districts and Environment Canterbury
 - a joint approach to roading contracts for maintenance and reseals between the Mid and South Canterbury councils
 - emerging North Canterbury roading collaboration dealing with the co-ordination of tenders and work programmes
 - the establishment of a single Rural Fire Authority combining Mackenzie, Timaru, Ashburton and Waimate Districts, the Department of Conservation, New Zealand Forest Owners and the New Zealand Fire Service
 - Hurinui district providing IT services to Kaikoura district.
18. There is also collaboration on a scale that is larger than the region. For example:
 - building control officials from across the upper South Island are working together on a number of projects, including a single standard portal for the submission of on-line building consent applications
 - collaboration around archive and electronic records.

Lessons and Observations

19. Those who were interviewed for this report noted a number of quite important lessons from the progress that has been made over the last three years including:
 - It is important to have success – success builds the confidence and trust necessary to take on other initiatives.



- Positive and effective personal relationships between mayors and between chief executives are a necessary platform for collaboration.
- The leadership of a number of Canterbury councils, and Environment Canterbury in particular, will or may change as a result of the election.
- The shared leadership / portfolio approach used to develop CREDS has driven a stronger sense of ownership than would have been achieved if it had been led by one council.
- Environment Canterbury and the resourcing that it has provided has been central to many of the initiatives, but for this to be successful they must completely embrace a genuinely collaborative model and ensure that they are not seen to be taking over.
- Whilst there is a willingness to collaborate within each of the Canterbury councils there is also significant reluctance to change.
- The current regional collaborative model is a completely voluntary opt-in model driven through the Mayoral Forum (which has no ability to make binding decisions) and collaboration is therefore limited to the extent to which there is a coalition of willing partners.
- Given the small size of many of the Canterbury councils, initiatives that require scale will depend on the larger councils and Christchurch City Council in particular making a significant contribution.
- There is a perception that over the last period Christchurch City Council has been focused on earthquake recovery and significant internal reorganisation but that this will change over the next three years, providing the opportunity for Christchurch City Council to play a greater regional leadership role.
- Collaboration is difficult where there are political differences with respect to approach, level of delegation, the need for control, and the degree to which change threatens current political autonomy.
- There is a natural suspicion of the motives of others.

Drivers and Incentives for Collaboration

20. The same underlying business drivers for collaboration exist today as did in 2013. These include the potential to:
- share knowledge and resources
 - benefit from the knowledge and resources of others (particularly where they have limited strategic and policy development capability)
 - be seen to collaborate in order to secure other advantages
 - tailor service delivery to meet common community needs
 - reduce costs through the elimination of duplication
 - access economies of scale
 - develop an effective local platform from which to engage with government to achieve outcomes for the community.



21. These drivers are underpinned in the Local Government Act by the strong focus in the purpose of local government (s10) on cost-effective delivery. This flavour is even more strongly embodied in the requirement under s17A to undertake regular and systematic reviews of the cost-effectiveness of service delivery.
22. It is fair to say however, that despite the requirements of S17A councils do not feel significant pressure to improve the cost-effectiveness of their service delivery unless (as in the case of Christchurch City Council) there are other fundamental cost pressures that are forcing more systematic and comprehensive efforts to reconsider efficiency of service delivery, service levels and delivery mechanisms.
23. In addition to these drivers the Government has recently announced its Better Local Services Package. In introducing the reform package Minister of Local Government Mr Lotu-liga said:
- “The reforms include more flexibility to collaborate and develop shared services; reorganisation processes that can be locally led and driven; and greater use of Council Controlled Organisations, with improved accountability tools to safeguard local democracy.*
- The costs of local services are rising faster than council revenues, so councils need new ways to manage finances, improve efficiencies and create value for ratepayers.*
- There are also enhanced Local Government Commission powers and processes to enable the Commission to promote and facilitate reorganisations.*
- Local government must respond and adapt to an increasing range of challenges if it is to deliver modern, cost effective services that meet the evolving needs and expectations of New Zealanders.*
- The Better Local Services package creates new options for councils and communities to improve performance and better manage local services and infrastructure”.*
24. As described by the Department of Internal Affairs this suite of initiatives is designed “to enable and equip local government to:
- *Remain responsive to local preferences;*
 - *Increase the coordination and cost effectiveness of local services and infrastructure; and*
 - *Increase support for regional growth and prosperity.”*
25. The proposals build on the speech that the then Minister of Local Government Paula Bennett delivered to the Local Government Conference in 2015. The proposals will provide:
- greater flexibility for councils to collaborate to deliver services and infrastructure – more options to choose from
 - more flexible reorganisation processes
 - a new process for council-led reorganisations rather than a single Local Government Commission-led option



- a more proactive role for the Local Government Commission to work with local communities to improve their local government
 - increased checks and balances on the Commission
 - two pre-approved Transport CCO models:
 - a regional transport CCO, responsible for local roads, public transport (including public transport services contracting), and transport planning
 - a roading only CCO, responsible for local road maintenance; control and regulation; and improvements (under this model regional transport planning and public transport contracting and funding would remain with the regional council)
 - the ability to create a 'bespoke' Transport CCO which does not conform to either of these models
 - joint water CCOs to allow for integrated services and infrastructure.
 - the ability for water and transport CCOs to access specific regulatory powers that are currently held by councils
 - greater ability to transfer statutory or non-statutory functions between councils, through both a Commission-led reorganisation process and a council-led reorganisation process
 - more opportunities for joint governance (with iwi) over areas of shared and common interest.
26. Cabinet has approved the drafting of the required legislation to give effect to this package. It is reasonable to assume that these new provisions will be available to councils in the next three year term of office.
27. These new provisions, and in particular the potential for the Local Government Commission to initiate reorganisation are a significant new driver for thinking about collaboration and alternative governance arrangements. However, the fundamentals remain. For collaborative work to be successful, the participating councils must have common objectives and motives from the outset.
28. For significant collaborative or shared service initiatives to progress, councils also need to be prepared to jointly invest in investigations and business cases that may or may not progress to bankable improvements. Over the last few years each of the council shared service organisations in the Bay of Plenty, Waikato and Southland have realised that without a shared business improvement capability that is able to develop robust business cases, they will not be able to progress significant shared service initiatives.
29. The potential cost and complexity of developing an implementable business case for a major shared service is well demonstrated by the work that Hamilton City and Waikato and Waipa District Councils have done on a possible jointly owned council controlled organisation providing water, wastewater and stormwater services for the three councils. The business case identifies the potential for such a CCO to realise savings of around \$107m over the first ten years of its operation. The Councils are now finalising the terms of an agreed approach to such a CCO that could support a full public consultation process. To date the three Councils have committed to over \$750,000 of expenditure on this initiative. It is still possible that following the election and public consultation one of the councils could decide not to proceed.



30. The Local Government Commission is currently funding an initial piece of work in Northland exploring the potential for a waters CCO to deliver benefits to the communities of the Far North, Whangarei and Kaipara districts. It is not yet clear how willing, or able the Commission will be to undertake similar work across the rest of the country.
31. It is very likely that the new provisions from the Better Local Services Package will open the door for a new range of parties to initiate reforms that are well short of wholesale reorganisation, but offer the potential for more cost effective services. Demonstrated progress on improving delivery will remain the best opportunity for councils to avoid either the Local Government Commission, or a community group from initiating a change that the council does not welcome, or see merit in.

The Next Three Years

32. From the interviews conducted in preparing this report, previous advice and a desk-top review of the progress that has been made in Canterbury over the last three years, there are a number of shared service or collaboration opportunities that could provide significant benefits to the councils and communities of the region above and beyond those already underway. Some of these are likely to arise in conjunction with other central government reform processes.
33. The following section provides a list of potential opportunities that are, in the view of the author, worth considering for development over the next three years. However, it must be noted that progressing some of them will require considerable further work to determine the potential risks and rewards before a decision to proceed could be made.
34. It is also important to note that not all of the opportunities identified here need to be approached on a region-wide basis. Indeed some may be far easier to achieve, and deliver far faster payback, if they were sub-regional or bilateral initiatives.

Existing Forums, Policy and Advocacy

35. All of those who were interviewed saw considerable merit in working to cement in place the policy and strategy for collaboration that is now an integral part of the operation of the Mayoral Forum, the Chief Executives Forum and the Policy forum. These and the range of other current initiatives provide a core of ongoing collaboration and relationship between the Canterbury councils that is an important foundation.

CWMS

36. The continued development and implementation of the Canterbury Water Management Strategy is essential for the future of the region. Its success depends on a collaborative approach to underpin environmental and land use controls and support the broader economic and regional development objectives of the CREDS.



Economic Development - Implementing CREDS

37. Developing the CREDS has been a significant achievement. Implementing it will require a sustainably resourced custodian for the strategy. That custodian must be able to secure the ongoing interest, engagement and support of the councils, the government and private sector agencies that need to be partners in implementation. It is possible that the Mayoral Forum could continue to be the custodian and individual mayors / councils take the lead in implementing each part of the strategy, but even that will require an agreed approach to setting priorities and jointly resourcing the work.

Tourism Promotion

38. Tourism promotion is fairly part of the economic development strategy, however, it has historically been done by different, special purpose regional or district tourism organisations. To progress a vision for the development and promotion of Canterbury tourism, the councils of the region will need to find a way to jointly fund and oversee a collaborative marketing effort that is well aligned with the tourism industry. Progressing the 'Case for Canterbury' may provide a way forward in this area.

Rural Fire and Emergency Management

39. The 2015 decision to unify New Zealand's fire services from mid-2017 will end the current role that territorial local authorities play with respect to rural fire authorities. The integration of the urban and rural (professional and volunteer) fire services will also prompt the New Zealand Fire Service to consider the long-term location and nature of its command and control environment and the location of its control centres.
40. Due to the way that many councils have integrated the staffing and support for rural fire with broader emergency management responsibilities, this change will provide an opportunity to rethink the staffing and provision of emergency management activities across rural communities. This could be a catalyst for the joint provision of permanent emergency management staff between councils, as well as the opportunity to rethink the provision of emergency management offices and the points of co-ordination with first responders. This is likely to be a more significant opportunity across rural communities than urban ones. Elsewhere in the country a number of councils share permanent emergency management staff. In Southland there is a single regional approach. In Northland, Kaipara District Council is supported by an emergency management officer employed by the Northland Regional Council.

Interconnectivity and Use of Radio by Councils

41. At a far more operational level, the Canterbury councils have a variety of uses for radio to provide emergency communications, telemetry and other interconnectivity that is not dependent upon the mobile or fixed line phone and data networks. There is an opportunity to rationalise and better integrate this activity to provide more effective and robust coverage and ensue interconnection between councils and other services for emergency management.



Regional approach to hazards

42. One of the consequences of the Christchurch earthquakes is a heightened recognition of the need to deal effectively with hazards. A major feature of the replacement Christchurch City District Plan is its new approach to dealing with natural hazards.
43. Across the region there is an opportunity to adopt a more uniform approach to identifying hazards, and implementing common approaches to managing like risks. This is likely to involve a mix of alternative approaches to the zoning and development of land, different priorities for investment in regional infrastructure to ensure that risks from hazards are appropriately mitigated, and an ongoing programme of mapping and investigating potential hazards. Apart from the benefits of a comprehensive standardised approach, collaboration in this area would provide the opportunity for smaller councils to benefit from rare and specialist skills. The Canterbury Policy Forum has initiated a common approach to natural hazard risk management. This initiative is being led by Environment Canterbury.

Building Control

44. Despite the support that is provided between a number of Canterbury (and other) councils to deal with overloading, or more complex building consents, there are ongoing opportunities to collaborate more closely with respect to building control. In particular, for some of the smaller councils, the costs of maintaining separate accreditation as a building consent authority are significant. Substantial progress in this area may require some legislative change in order to deal effectively with the potential liabilities of one local authority undertaking all (or substantially) all of the building control work of another local authority. However, that may be possible through the legislation to implement the government's Better Local Services Package. This could open the door to very different approaches to building control (either region-wide, or sub-regional or bilateral) and savings for builders, developers and communities.

Rating

45. There has been debate over the potential for savings to be secured through the development of a shared service in relation to rating. There are a number of aspects of the rating process where it may be possible to secure savings through collaboration. These include:
 - maintenance of the rating register for each local authority
 - procuring and undertaking bulk property valuation services
 - implementing more customer friendly mechanisms of rates notifications and payments online to avoid the costs of printing, postage and distribution of rates invoices
 - procurement and management of rates collection and debt collection services.
46. There are a number of commercial providers that are active in this area. There are also a number of commercially available business systems designed to support rating processes. It may be possible to secure savings through a range of collaborative actions including:
 - joint procurement of services
 - contracts for services between local authorities



- the establishment of a regional CCO to conduct rating activities for councils.
47. Ernst and Young has been engaged to develop a business case for a possible rating shared service. This work is underway but not yet completed.
 48. The bottom line for collaboration in this area is that rates must be set and assessed correctly for each and every property in each district (and region) in a way that is consistent with the rating resolutions of each council in each year. Each council must remain at liberty to change the way in which it rates, consistent with the provisions of the Local Government Rating Act 2002 (LGRA). Rating is a specialised activity that is only undertaken by local authorities. Failure to meet the requirements of the LGRA can have significant consequences for both individuals and councils.

Regulatory Environment and By-laws

49. There is potential to streamline and harmonise a range of regulatory measures undertaken by territorial authorities. Regulatory and enforcement activity relating to dogs and dog registration, swimming pools, freedom camping, environmental health, noise control, litter, or general nuisance tend to be a poor cousin to consenting activity under the Resource Management Act and the Building Act. In each of these areas of activity there is opportunity for collaboration in one or more of:
 - policy development, standard setting and by-law reviews
 - delivery of online services and payment options
 - specialist expertise and skills to support change and new regulations
 - productivity tools designed to improve the cost-effectiveness of inspection and education or enforcement activity, including standard procedures for collecting evidence
 - training and development of staff
 - shared staff and co-ordinated enforcement activity.

District Plan Integration

50. There has been discussion of the potential for benefits to be secured through collaboration in relation to district plans. Given the substantial review processes currently underway across Christchurch City, Waimakariri and Selwyn Districts and related recent changes to the Regional Policy Statement, there are probably limited region-wide opportunities for wholesale change.
51. However, the harmonisation of provisions that relate to infrastructure or services that cross local authority boundaries may have considerable merit. Doing this would not require major changes to complete district plans.
52. Equally, the government's current work on a possible national policy statement (or other mechanism) relating to urban development could well provide a compelling case for a Canterbury-wide approach to district plan provisions relating to urban development.



Integration of Corporate Services

53. There is considerable scope for collaboration or shared delivery of corporate services. However, there are equally significant impediments associated with:
- different legacy systems
 - quite different business and control processes
 - differing service standards and expectations
 - the relative age of existing systems and their currency with respect to contemporary customer and business service expectations
 - the physical capability to connect systems (including fast broadband connections)
 - expectations of the potential efficiencies in relation to the cost and impact of change.
54. It is most likely that a region-wide approach to integration of shared services would be very difficult to achieve on a voluntary basis, and indeed, given the comparative youth of some council systems the business case for a region-wide approach may not be compelling. However, there may well be strong cases for bilateral, or sub-regional collaboration on some corporate services. The strongest candidates for a shared approach will be investments in new ways of enabling online transactions with council customers that both transform the customer experience and reduce the cost of service delivery.

Integration of Engineering Services and Common Standards

55. Across the Canterbury councils there is variability in the engineering and other technical standards that are used for infrastructure and for the procurement and delivery of engineering, construction and maintenance activity. Each territorial authority also maintains to some degree engineering and asset management skills. These different approaches can be reflected in different tender specifications, different approaches to procurement, and different service standards. There may be legitimate reasons for the differences. Variations may also reflect different (and potentially historic) judgements and preferences exercised by engineers.
56. A common approach seeking to harmonise, or at least rationalise differences in engineering specifications and approaches between local authorities should result in the identification of best practice, the potential to remove costly or unwarranted practices and improve productivity and cost-effectiveness. A similar approach by the Auckland territorial authorities in the early 2000's delivered significant savings.
57. Another potential for securing benefits from collaboration would be through a shared professional service relating to engineering, infrastructure and roading. The Northland councils are currently considering a business case for the establishment of a joint business unit to provide the management and professional services for their local authority roads. The envisaged business unit would incorporate staff seconded from each local authority and co-located with NZTA staff in Whangarei. Each council will retain responsibility for roading decisions, priorities, approving contracts, and funding, but the business unit will provide the technical advice to each council that is required.



58. A similar approach could be considered for Canterbury, or for parts of Canterbury. The emerging clusters of collaboration to the north of Christchurch and through Mid and South Canterbury may provide the easiest way to progress such an approach.

Integration of Water and Wastewater Delivery

59. The provisions of the Better Local Services Package will make it far easier to establish CCOs that can deliver water and wastewater services. It may be possible to secure considerable benefits from such an approach. Indeed, the recent business case for Hamilton, Waikato and Waipa suggests that even though the benefits that can be secured from physically integrating the systems of the three authorities are modest, the benefits of combining the development, operation and maintenance of their systems are substantial.
60. However, change on this sort of scale would more profoundly challenge the sense of identity and nature of each of the territorial authorities than the range of other initiatives discussed above.

Integration of Roothing or Transport Delivery

61. There are two possible approaches to increased integration of roading and transport delivery: building on current initiatives; and major change to governance and delivery.
62. Timaru, Ashburton, Waimate and Mackenzie District Councils are pursuing the first of these approaches as they consider opportunities to build on current joint contracting. This includes that potential for sharing data collection (RAMM) and asset management services under a joint memorandum of understanding. This sort of opportunity would equally apply to North Canterbury Councils.
63. The provisions of the Better Local Services Package will make it possible to pursue more substantial change. The reforms will provide for the establishment of two pre-approved forms of transport CCO. It may be possible to secure considerable benefits from such an approach. However, change on this sort of scale would more profoundly challenge the sense of identity and nature of each of the territorial authorities than the range of other initiatives discussed above.

Benchmarking and Performance Improvement

64. One of the issues that all councils face when considering how to improve cost-effectiveness is the absence of comprehensive benchmarking. There are few measures that demonstrate the relative performance of both different councils and different service delivery models. One response to this would be to contribute to a broader benchmarking and performance framework that can underpin efforts to improve cost-effective service delivery.

Conclusions and Suggestions for the New Term

65. It is timely for the current councils to reflect on their progress with collaboration and shared services over the last three years. The councils set out down a path of collaboration that



has deliberately tried to build a track record of success and an environment of trust. Significant progress has been made and lessons have been learned. However, the collaborative effort has not yet seriously tested the independence of any of the councils. Neither has it attempted to change a significant service delivery area. Collaborative efforts to date have tended to be non-threatening low-hanging fruit, where it is relatively easy to get all parties to agree.

66. Significant opportunities for collaboration or shared services that could support more cost-effective delivery remain. They range in size and complexity from the relatively trivial to quite fundamental changes in the way that councils operate. A number of these opportunities would require changes to the political decision-making role of councils that are likely to be unacceptable to a number of Canterbury councils.
67. The fundamental requirements for collaboration are unchanged from those identified in 2013. The Canterbury councils have spent some time building a track record of success. There will be something of a potential discontinuity provided by the 2016 election and changes to the governance of Environment Canterbury. However, there should be a strong motivation to build on the track record that has now been established.
68. To make progress it is suggested that before the election, the Canterbury councils express through the Mayoral Forum their ongoing commitment to collaboration and an approach to the next triennium that involves:
 - building on successes with shared policy and advocacy
 - continued collaboration on CWMS
 - integrated and collaborative implementation of CREDS, including developing and agreeing a fair and sustainably resourced implementation model
 - advancing tourism promotion, including developing and agreeing a fair and sustainably resourced model for promoting the whole of Canterbury and developing tourism product and events
 - seizing opportunities presented by the Fire Service Review
 - developing a broader collaboration and shared services agenda that continues to systematically identify and explore opportunities
 - considering a broad benchmarking and performance improvement programme to underpin cost-effectiveness initiatives
 - considering a shared business improvement resource that can drive an improvement programme.
69. It is also suggested that the Canterbury councils note that collaboration may not need to be regional. A number of the identified opportunities could be approached on a bilateral or sub-regional basis.
70. Most importantly, it is strongly suggested that following the election the leaders of each council spend time to develop and maintain the working relationships that are essential for any collaboration.

Chief Executives Forum

Item 6

Date: 30 May 2016

Presented by: Chair

Three-year work programme

Purpose

1. This paper supports the preparation of a draft three-year work programme by Chief Executives.

Recommendations

That the Chief Executives Forum:

2. **discuss** the content of the three-year work programme
3. **agree** that the draft three-year work programme for 2016-19 be provided to the Mayoral Forum on 24 June 2016
4. **note** that the Secretariat will work with council staff to update the existing content prior to the next Mayoral Forum.

Background

5. On 4 April 2016, the Chief Executives Forum agreed 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.
6. There are currently three distinct parts to the three-year work programme: water, CREDS and other collaboration.
7. In addition to preparing a draft three-year work programme, there is a need to undertake a comprehensive update of the existing content.

Key discussion points

- What actions should be on the work programme?
- Should the work programme continue to be used as a reporting tool, and if so, should reporting be the same for the three parts (water, CREDS and other collaboration)?

Next steps

8. It is recommended that Chief Executives prepare a draft three-year work programme for consideration at the Mayoral Forum on 24 June 2016 and inclusion in the Briefing to Incoming Mayors.
9. The Secretariat will also work with council staff to update the current content.
10. It may be necessary to further update the work programme following the CREDS Reference Group workshop on 23 June 2016 (which will include discussion on next steps for CREDS).

CANTERBURY 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. RMA reform a. Making land available for housing b. Principles/purpose (ss.6-7), integrated regional and local plans, freshwater collaborative planning	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 share policy resource and support for plan development 	CMF	CPF/CCC CPF/ECan	<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> awaiting draft legislation <p>Canterbury submission on Resource Legislation Amendment Bill submitted 14 March 2016 (interim submission) and on 24 March 2016 (full submission). A Canterbury submission was also provided to the Ministry For the Environment on the proposed changes for freshwater management. These submissions were prepared by the Secretariat with input from the Planning Managers Group</p>

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
2. Integrated regional transport planning and investment (Mayor Winton Dalley and HDC, supported by ECan)	Dec 2015	<ul style="list-style-type: none"> 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"> COMPLETED
		<ul style="list-style-type: none"> ECan to ensure public transport needs and interests in Timaru District and wider region are addressed 	ECan		<ul style="list-style-type: none"> COMPLETED
	May 2015	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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, working group 28 January 2016 meeting scheduled for 8 June 2016
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 RFP issued in May 2016 	

WHAT	BY WHEN	TASK	WHO	VIA	STATUS
	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"> 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 scheduled for 30 June 2016 Further meeting of officials likely to occur in July 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 Strategy for engagement to be developed
3. 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/March 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"> COMPLETED and 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"> COMPLETED
	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"> COMPLETED
	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 Further review by planning managers to be completed.
	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/March 2016

Deleted: ; will be followed up after workshop on 2 Dec 2015

WHAT	BY WHEN	TASK	WHO	VIA	STATUS
4. 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
5. 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

WHAT	BY WHEN	TASK	WHO	VIA	STATUS
					<ul style="list-style-type: none"> reported to CEF Feb 2016 and April 2016
6. Education and training for a skilled workforce (Mayor David Ayers and WDC)	May 2015	<ul style="list-style-type: none"> Establish a steering group to oversee strategy development and implementation 	WDC		<ul style="list-style-type: none"> COMPLETED and meeting regularly
	Nov 2015	<ul style="list-style-type: none"> Develop a work plan for each agreed work stream, with terms of reference 	WDC	Steering group	<ul style="list-style-type: none"> COMPLETED
	Ongoing	<ul style="list-style-type: none"> Secure commitment and funding for each work stream and commence implementation of action-focused plans. 	WDC	Steering group	<ul style="list-style-type: none"> in progress for transition planning – too soon for other programmes
	Dec 2015	<ul style="list-style-type: none"> 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		<ul style="list-style-type: none"> working with Newcomer and migrant settlement work programme
	Dec 2015	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Develop an integrated marketing plan to attract domestic and international students to Canterbury 	Tertiary Institution Accord members		<ul style="list-style-type: none"> Tertiary Accord developing plan to increase international tertiary student numbers from 10,000 to 26,500
	Dec 2015	<ul style="list-style-type: none"> Establish a forum to develop new and modified collaborative courses in agricultural engineering and water management 	Lincoln University		<ul style="list-style-type: none"> discussions commencing among key partners (Lincoln, Canterbury, CPIT, Lincoln Hub) – deferred due to institution restructures
	Dec 2015	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Sub-group developing the strategic approach to aligning the programme with the Education Blueprint (a combined review by MSD and MOE) being developed with meetings to be held regionally with MSD, MOE, and MBIE.
7. Newcomer and migrant settlement support (Mayor Angus McKay and ADC)	Ongoing	<ul style="list-style-type: none"> Identify and advocate for the needs of newcomers and migrants 	CMF		<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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		<ul style="list-style-type: none"> regional workshop 20 Aug 2015 – SDC shared draft strategy ADC in discussion with CCC on this Feb 2016
	2020	<ul style="list-style-type: none"> 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		<ul style="list-style-type: none"> ongoing – advisory group is being formed December 2015
	2020	<ul style="list-style-type: none"> 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		<ul style="list-style-type: none"> ADC shared info brochure at regional workshop 20 Aug 2015 SDC has a guide for new residents
	2020	<ul style="list-style-type: none"> Canterbury TAs monitor and evaluate progress 	CPF/CDC, and TAs with ethnic community representatives, NGOs and central government		
	Aug 2015	<ul style="list-style-type: none"> Facilitate a regional forum to propose the establishment of a Canterbury regional tourism alliance and development of a regional visitor strategy 	Winston Gray		<ul style="list-style-type: none"> Done – 27 Aug 2015 – and agreed that Mayor Winston will convene this network periodically

WHAT	BY WHEN	TASK	WHO	VIA	STATUS
8. Regional visitor strategy (Mayor Winston Gray and KDC, supported by CCC)					<ul style="list-style-type: none"> Draft Visitor Strategy prepared for consultation and consideration by CMF on 26 Feb 2016
	Dec 2015	<ul style="list-style-type: none"> Prepare a brief paper for Canterbury councils on the economic benefits of tourism to the region 	KDC	C&CT	<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- awaiting further advice from Planning Managers
	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"> COMPLETED

MULTIPLE COUNCIL ISSUES

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

WHAT	WHEN	TASK	WHO	VIA	STATUS
9. 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
10. Rating and Valuation Service review	2016	<ul style="list-style-type: none"> Engaged Consultant to review collaboration opportunities 			<ul style="list-style-type: none"> Consultant preparing report for CEF consideration

COLLABORATING TO GET BETTER RESULTS

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

WHAT	WHEN	TASK	WHO	VIA	STATUS
11. 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
12. 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 Report to June 2016 CMF.
13. Asset management information and shared asset management systems	Nov 2014 Aug 2015	<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. preparation of a report for future advice and consideration from the Engineering Managers Group in relation to the Waugh Report. 	CEF	CPF MDC	<ul style="list-style-type: none"> Engineering Managers Forum to report on opportunities - 2016

WHAT	WHEN	TASK	WHO	VIA	STATUS
14. 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

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
15. 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
16. 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
17. 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
18. 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
19. 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
20. 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 LGZ Conference July 2015 supported a remit to reinstate central government water and wastewater subsidy schemes

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

WHAT	WHEN	TASK	WHO	VIA	STATUS
21. 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
22. 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
23. 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
24. 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
25. Road management, construction, maintenance and safety (mid- to north Canterbury)	2014	<ul style="list-style-type: none"> negotiate an MOU between Councils 	CEF	SDC	<ul style="list-style-type: none"> MOU signed Aug 2014
26. 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 8 councils were represented at a meeting at WtDC on 5 Dec 2015, with presentations on disaster recovery from Campbell Conservation and ADC on the new Algim Toolkit CRIMS is now a well-established group within the South Island. An annual joint meeting with Archives NZ was held at CCC on 26 February 2016 – 56 attendees from 25 agencies in the upper South Island.
27. 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
28. 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

WHAT	WHEN	TASK	WHO	VIA	STATUS
29. 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
30. 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
31. 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
32. 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 Feb 2015 for CMF approval as a work item Feb 2015 all TAs have agreed to work together to progress this
33. Storm water management planning and consenting	Aug 2015	<ul style="list-style-type: none"> establish a regional storm water forum – completed 2014 report 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 design best practice, regulation and process) update report to CEF Aug 2015
34. Population analysis	Oct 2014 May 2015	<ul style="list-style-type: none"> turn data to information to support development of 2015 LTPs and infrastructure strategies paper on migration dynamics 	CEF	CPF	<ul style="list-style-type: none"> report on migration dynamics provided to CEF and CMF Aug 2015
35. 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

WHAT	WHEN	TASK	WHO	VIA	STATUS
36. 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 presented 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
37. Road management, construction, maintenance and safety (south Canterbury)	Jul 2015	Recent Governance Group (4 Mayors and CEs) confirmed commitment and resolved: <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
38. 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
39. 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"> COMPLETED
40. 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
41. 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
42. 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

WHAT	WHEN	TASK	WHO	VIA	STATUS
					<ul style="list-style-type: none"> 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

Key to acronyms

ADC Ashburton District Council
 AMs Asset Managers
 BAU Business as usual
 CCC Christchurch City Council
 CDC Canterbury Development Corporation
 C&CT Christchurch & Canterbury Tourism
 CCG Connected Canterbury Group
 CDEM Civil Defence and Emergency Management
 CDHB Canterbury District Health Board
 CEF Chief Executives Forum
 CERA Canterbury Earthquake Recovery Authority
 CIO Chief Information Officer
 CMF Canterbury Mayoral Forum

CPF Canterbury Policy Forum
 CPMG Canterbury Planning Managers Group
 CWMS Canterbury Water Management Strategy
 DoC Department of Conservation
 DP District Plan
 DWS Drinking-Water Standards for New Zealand
 ECan Environment Canterbury
 EDA Economic Development Agency
 GIS Geographic Information Systems
 HDC Hurunui District Council
 KDC Kaikōura District Council
 LINZ Land Information New Zealand

LURP Land Use Recovery Plan
 MDC Mackenzie District Council
 MfE Ministry for the Environment
 MoH Ministry of Health
 NESAQ National Environmental Standards for Air Quality
 NGO Non-governmental organisation
 NPS National Monitoring System
 NPS National Policy Statement
 NZTA New Zealand Transport Agency
 OAG Office of the Auditor-General
 PMG Canterbury Planning Managers Group
 RC Regional Committee (CWMS)

RP Regional Plan
 RPFM Regional Planning Managers Forum
 RSWF Regional Stormwater Forum
 RTC Regional Transport Committee
 SDC Selwyn District Council
 SNZ Statistics New Zealand
 TDC Timaru District Council
 TOG Transport Officers Group
 UDS Urban Development Strategy
 WDC Waimakariri District Council
 WmDC Waimate District Council
 WtDC Waitaki District Council

The draft Briefing to Incoming Mayors considered at the June 2016 meeting of the Mayoral Forum is withheld under the Local Government Official Information and Meetings Act 1987, s.7(f).

The briefing is being further developed by the Chief Executives Forum for presentation to the first meeting of the 2016–19 Mayoral Forum following local body elections on 8 October 2016.

Chief Executives Forum

Item 9a

ate: 30 May 2016

Presented by: Wayne Barnett

CREDS Regional Visitor Strategy – investment in hotels and freedom camping

Purpose

This paper seeks agreement to a proposal to facilitate investment in large-scale quality hotel accommodation in the Canterbury region.

Recommendations

That the Chief Executives Forum:

1. **agree** that councils will indicate whether they have suitable sites for hotel development for inclusion in a package and, if so, identify these sites
2. **agree** that both council and non-council-owned land be considered for inclusion
3. **agree** that where suitable sites are identified, councils will also consider re-zoning and/or pre-consenting these sites, if it is appropriate to do so
4. **agree** to assist with the collection of information to support the marketing of this package of investable opportunities, e.g. information about visitor attractions, activities and services
5. **note** that the need to attract more tourists to the region outside of the summer months is the subject of ongoing work, and is integral to the viability of this proposal
6. **note** the ongoing work to respond to concerns that have been raised about freedom camping in the Canterbury region.

Background

1. The Canterbury Mayoral Forum has initiated a project to identify and prepare suitable sites for hotel development across the Canterbury region.
2. 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.

Investment in hotels

The issues

3. District and regional tourism organisations have advised that we urgently need more high quality hotel accommodation, not only in Christchurch, but also in smaller centres like Kaikōura and Tekapo.

4. The Canterbury Development Corporation has indicated that 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. We understand that booking operators also prefer to deal with hotel chains, to facilitate ease of booking.
5. Notwithstanding the above, we also understand there are concerns about the viability of hotels due to the drop in tourist numbers outside of the summer months. Mayors have written a further letter to the Prime Minister to emphasise that the Christchurch convention centre and stadium/events centre are critical for the whole of Canterbury as they will provide the basis for the secondary seasonal influx of tourism that is essential for the commercial viability of additional hotels.
6. Tourism New Zealand is focused on promoting the-off season market and we may see an increase in visitor numbers in the spring, particularly with the additional airline services commencing at that time. The Regional Tourism Forum in June will further consider the issue of seasonal demand and what opportunities may exist.

The proposal

7. We are aiming to identify a portfolio of suitable sites for building hotels in a number of locations across the Canterbury region.
8. Councils can facilitate and enhance the economic viability of this portfolio by:
 - identifying suitable sites in their area for inclusion in this package, including both council and non-council-owned land
 - if possible, making sure sites are appropriately zoned and potentially also pre-consented, if it is appropriate to do so, for example, if this will increase the attractiveness of these sites to investors, improve the efficacy of the build process, and is an effective use of resources, e.g. the potential cost of additional consenting work, if required, is understood
 - developing a package of information about visitor attractions, activities and services to help market the package of suitable sites. This could include information about visitors and seasonality, including flows, occupancy rates, unmet demands, forecasts, attractions and other activities (it would be important to work with Christchurch and Canterbury Tourism, as well as other tourism organisations, to develop this package).
9. Once suitable sites have been identified and information has been collected to support the marketing of this package, it is proposed that an external agent with appropriate expertise be engaged to market the package.
10. There may also be value in considering whether any localities outside of the Canterbury region could be invited to participate in this initiative.
11. It should be noted that New Zealand Trade and Enterprise (NZTE) is to establish a new regional investment attraction programme to encourage more international firms to invest in New Zealand's regional economies. NZTE will work in partnership with regions around the country to create comprehensive investment profiles that outline the strengths of the particular regional economy, the opportunities for investment, and what the region can offer to investors. There may be an opportunity to collaborate with NZTE in the development of this package of investible opportunities.

Freedom camping

12. On 18 March 2016, the Canterbury Policy Forum agreed to undertake a joined-up approach to responding to concerns about freedom camping by establishing a regional working group 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 partnerships between local government, relevant central government agencies, and key tourism industry organisations.
13. Terms of Reference have now been established for the working group, and a workshop was held on 12 May 2016 to develop a joined-up response.
14. Discussion at the workshop covered short- and long-term goals, and work areas and action points were agreed. Further work will be based around the following:
 - the community needs to understand the value of freedom campers who bring significant revenue into the region. Part of achieving this will be for councils to encourage and enable responsible camping
 - different councils have different regulatory regimes and not all have the same issues with freedom camping – there is a need to identify areas where greater consistency will be useful
 - the Government has announced funding for regional facilities and infrastructure, and we need to be able to demonstrate that, as a region, we are an attractive recipient for this investment
 - opportunity for collaboration with other stakeholders, e.g. DoC, LINZ and NZTA, and joint procurement in this space to achieve efficiencies and strengthen regional performance
 - specific concerns around the standards for self-contained vehicles, and ongoing work around raising the standard being led by NZMCA
 - a clear need for a well-defined and workable standard for “self-containment”
 - a need for more effective enforcement of fines. There are a number of options for improving enforcement, including the following:
 - Tasman District is exploring an approach of looking at encouraging rental companies to include a clause for payment of freedom camping fines in their contracts
 - Local Government New Zealand is also monitoring a trial by Queenstown and Coromandel District Councils that aims to improve compliance by notifying rental operators of infringement notices attached to rental vehicles
 - the benefit in sharing data to enable the efficient collection of infringement fees and to assist with camper education.
15. A draft action plan will be developed by the working group alongside other interested parties (both government and industry).
16. The resulting action plan will be presented to the Chief Executive Forum meeting on 29 August 2016.

Financial implications

17. Engaging an external party to market the package of potential hotel sites will have financial implications for party councils, as will any advance zoning and pre-consenting work.
18. Financial implications for the response to issues around freedom camping, if any, will be identified as work progresses.

Risk assessment and legal compliance

19. This will be undertaken as these work streams progress.

Chief Executives Forum

Item 9b

Date: 30 May 2016

Presented by: Wayne Barnett

CREDS Regional Visitor Strategy – funding for tourism infrastructure in Canterbury

Purpose

This paper updates Chief Executives on next steps for working with central government to identify options for funding tourism infrastructure in Canterbury.

Recommendations

That the Chief Executives Forum:

1. **note** the contents of this report.

Background

1. On 13 May 2016, the Government announced a new Regional Mid-sized Tourism Facilities Fund to help communities with small infrastructure projects that enhance visitor experiences and help them cope with growing numbers of tourists and independent travellers, such as freedom campers. The Fund was announced to entail \$12 million over four years.
2. This follows on from two letters jointly sent by all Canterbury Mayors in March and May 2016 seeking assistance with meeting the costs of new and upgraded toilet facilities that are needed due to increasing numbers of visitors.

Key points

3. The criteria for accessing funding have not yet been determined. MBIE, Local Government New Zealand, and the Tourism Industry Association of New Zealand will work together to provide the Government with advice on criteria.
4. The Secretariat has collated a list of the places within Canterbury where new or upgraded toilet facilities are needed, and has provided this list to central government. This is intended to help convey the nature and extent of the need in each of the areas in Canterbury where problems are arising.
5. Once the details of the criteria for receiving funding are announced, local authorities in Canterbury may wish to consider whether:
 - the fund is likely to assist with meeting the need that has been established in the Canterbury region – if not, a further joint response from the region may be necessary
 - there is any merit in collaborating to identify and advocate for priority areas in the Canterbury region, or to identify opportunities for joint procurement once funding is allocated.
6. Chief Executives will be updated either at or before the Chief Executives Forum on 29 August 2016.

Chief Executives Forum

Item 10

Date: 30 May 2016

Presented by: Secretariat

CREDS: Economic Indicators Report (June 2016)

Purpose

This paper provides some background to the Economic Indicators Report prepared by the Canterbury Development Corporation for the Canterbury Regional Economic Development Strategy (CREDS).

Recommendations

That the Chief Executives Forum:

1. **read** the CREDS Economic Indicators Report
2. **note** that the report will be presented to the Canterbury Mayoral Forum's workshop with the CREDS reference group on Thursday 23 June 2016
3. **note** that the Canterbury Policy Forum has met the cost of this report for 2015-16 from its Research Fund
4. **agree** to continue to purchase the report for 2016-17, from the secretariat budget for supporting CREDS.

Background

1. Monitoring and reporting on the implementation of the CREDS is occurring in two ways:
 - the Canterbury Mayoral Forum reviews the achievement of agreed actions quarterly (via its three-year work programme)
 - the Canterbury Development Corporation (CDC) provides a six-monthly indicators report to:
 - support assessment over time of whether and to what extent the objectives of the CREDS are being achieved
 - inform discussion about further actions required.
2. The cost of providing a six-monthly indicators report is \$2,000 for initial design, plus \$2,000 for each six-monthly report. The Canterbury Policy Forum agreed to meet this cost for 2015–16 from its Research Fund. For 2016-17, the cost could be met from the secretariat budget for supporting CREDS.

Selection of indicators

3. The Secretariat previously worked with the economics team at CDC to identify suitable indicators for the CREDS work programmes. Criteria considered were:
 - quality of data and availability over time, to assess trends
 - comparison of regional and national data
 - ability to disaggregate to territorial authority area where possible.

4. Three CREDS work programmes do not, at this stage, have indicators:
 - **Work stream 1, integrated regional transport planning.** A separate project is underway to identify opportunities for improving the quality of and access to transport-related data.
 - **Work stream 2, digital connectivity.** In June 2015, we mapped current broadband and cellphone coverage in each Canterbury territorial authority area, and an update will be presented to the Mayoral Forum in June 2016. This provides baseline data. The digital connectivity work programme plans to repeat this exercise in 2020. In the meantime, we are monitoring the extension of Spark New Zealand's 4G mobile network, and central government decisions on Ultra-fast Broadband II, the Rural Broadband Initiative II and the Mobile Blackspot Fund.
 - **Work stream 3, freshwater management and irrigation infrastructure.** The CREDS does not add to agreed work programmes or monitoring and reporting requirements for the Canterbury Water Management Strategy (CWMS). The CWMS publishes a target report every two years.
5. CDC has provided concise analysis and interpretation of each indicator. CDC will attend the CREDS workshop on 23 June 2016 and speak to the Economic Indicators Report.
6. Following the Mayoral Forum meeting on 24 June 2016, we will publish the indicators report on the regional council website with other CREDS documents.

CANTERBURY REGIONAL ECONOMIC DEVELOPMENT STRATEGY

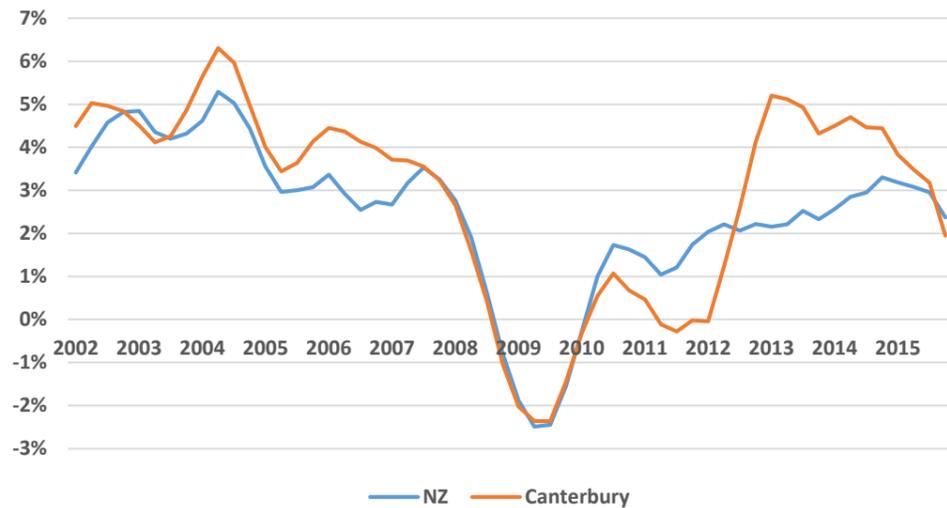
Regional Vision

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

ECONOMIC INDICATORS REPORT

June-2016

GDP growth (rolling annual % growth rate)
Source: Infometrics



latest data point: year ending December 2015

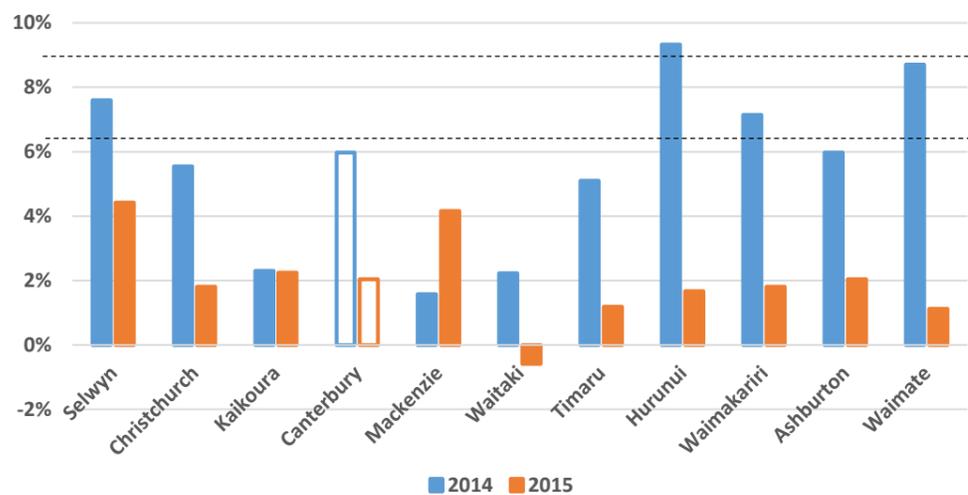
Canterbury's GDP growth has been significantly higher than New Zealand's since the earthquakes, reflecting the rapid expansion of rebuild activity.

Of course, that rebuild activity has now reached a high and steady plateau, helping to explain why the growth rate of overall GDP in the Canterbury region has now dipped below the New Zealand growth rate.

Yet the *level* of activity in Canterbury is set to stay elevated for at least another two years, or in other words this will remain a busy economy.

And even after the rebuild has ended, other underlying or core parts of the economy, such as manufacturing and agribusiness, are well placed to take the baton.

GDP Growth (12m moving average, December years)
Source: Infometrics

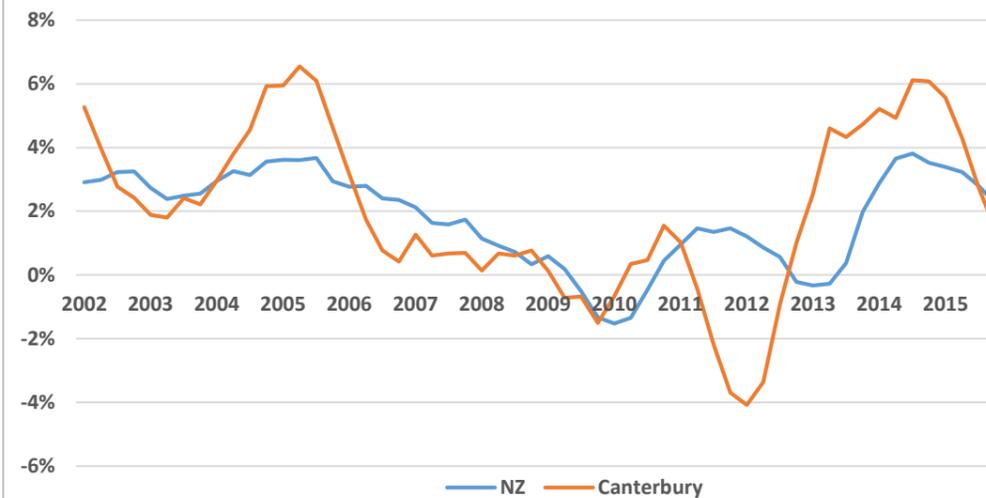


latest data point: year ending December 2015

GDP growth across Canterbury's districts varies significantly. This in part reflects the volatility inherent in small economies – one-off events can have a significant impact.

Growth remains positive in all districts except for Waitaki. The variability in growth rates appears to reflect the impact of the North Canterbury drought and falling dairy prices in 2014/15 combined with strong tourism growth in districts such as Kaikoura and Mackenzie.

Employment growth (rolling annual % growth rate)
Source: Statistics New Zealand



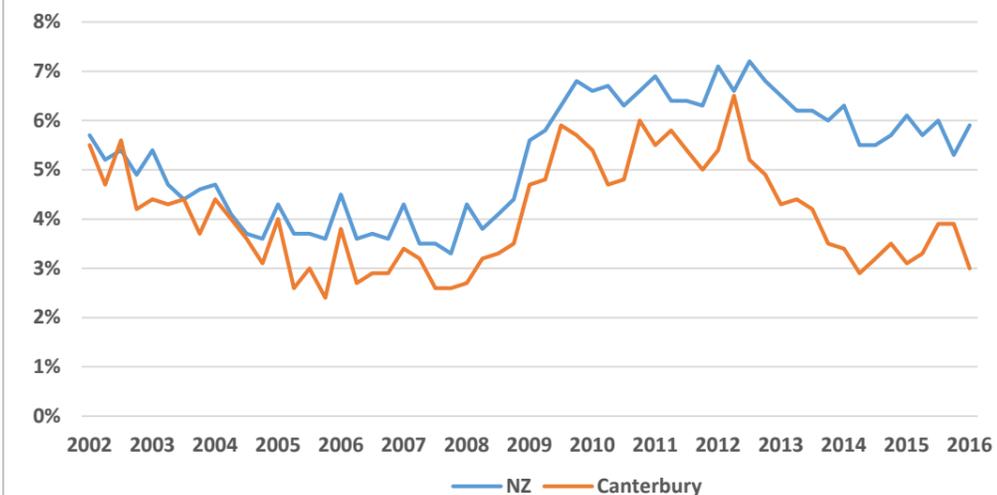
latest data point: year ending December 2015

In tune with the picture for the wider economy, employment growth in Canterbury has also consistently outperformed New Zealand as a whole in the past 3-4 years.

It was inevitable, however, that as employment in the region rapidly scaled up to meet the rebuild needs the same pace of growth could not be sustained forever. We are currently seeing this slowdown.

However, it seems pretty unlikely that we will see employment *fall* anytime soon.

Unemployment rate (%)
Source: Statistics New Zealand



latest data point: March 2016

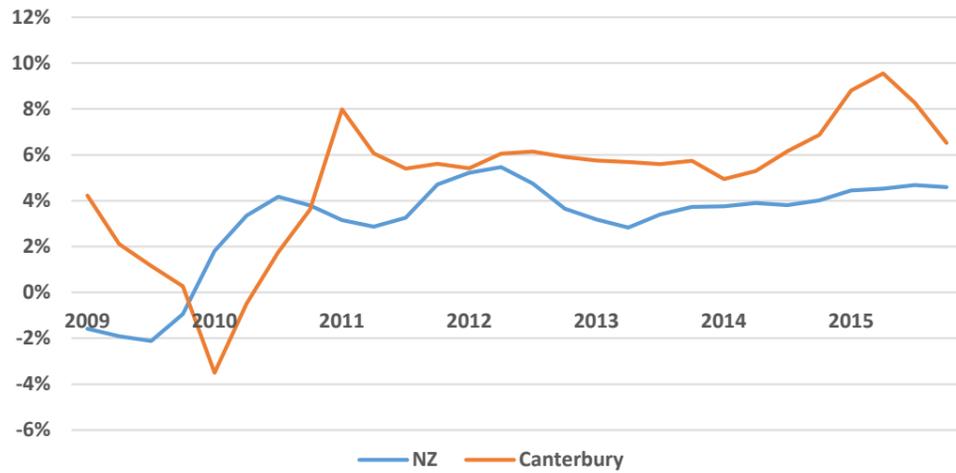
The mirror image of strong employment growth in Canterbury is of course a low unemployment rate.

From 2012 onwards Canterbury's unemployment rate diverged away from the national average and currently sits at 3% - almost 3 percentage points below the national figure of 5.9%.

Over the next few years the unemployment rate may well edge higher. But it's starting from such a low level so it would take fairly big and sustained rises before this became a prominent issue.

Regional Vision (continued)

Retail sales growth (annual % growth)
Source: Statistics New Zealand



latest data point: December 2015

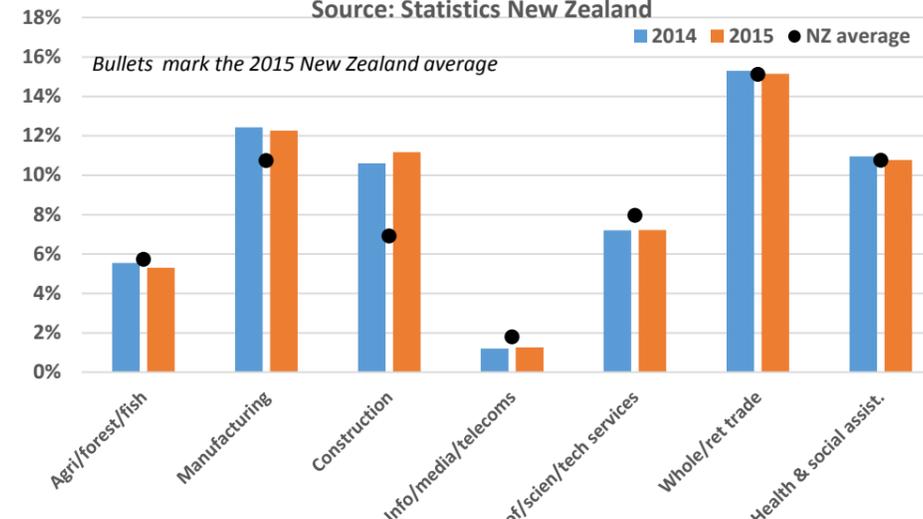
Reflecting the influx of new people to the region in recent years, as well as the fact that most people are in work, the performance of the retail sector in Canterbury remains strong.

In the year to December, the value of retail sales in the region slowed to 6.5%, although still 41% stronger than the figure for New Zealand as a whole of 4.6%.

The prospects for the sector also look good. After all, the region's labour market should remain solid. And of course the low exchange rate will support inbound tourism to the region, and hence the value of spending by visitors.

Work-stream 4 – Value added production

Sectors' % share of jobs in Canterbury
Source: Statistics New Zealand



latest data point: December 2015

Canterbury has a higher proportion of its workforce involved in manufacturing and construction than New Zealand overall.

Canterbury has a lower proportion of its workforce participating in ICT, media and telecommunications and professional, scientific and technical services than New Zealand overall.

However over the next few years this sector mix of jobs seems likely to make a natural change. As the rebuild slowly eases back, some of those construction workers will transition into other sectors and the new supply of office and commercial space will allow for growth in services industries.

Work-stream 1 – Integrated regional transport planning and infrastructure investment

Measures under investigation

Work-stream 2 – Digital connectivity: extension and uptake of broadband in rural areas

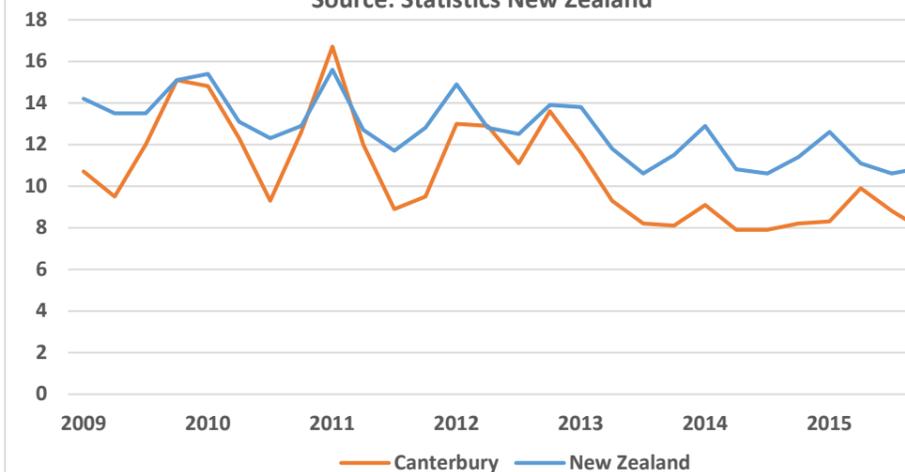
Measures under investigation

Work-stream 3 – Freshwater management and irrigation infrastructure

Monitored via the Canterbury Water Management Strategy Targets Report (every two years) – latest report 2015 is available at <http://ecan.govt.nz/GET-INVOLVED/CANTERBURYWATER/TARGETS/Pages/targets-progress-report-2015.aspx>

Work-stream 5 – Education and training for a skilled workforce

Youth NEET Rate
(% of 15-24 year olds not in education, employment or training)
Source: Statistics New Zealand

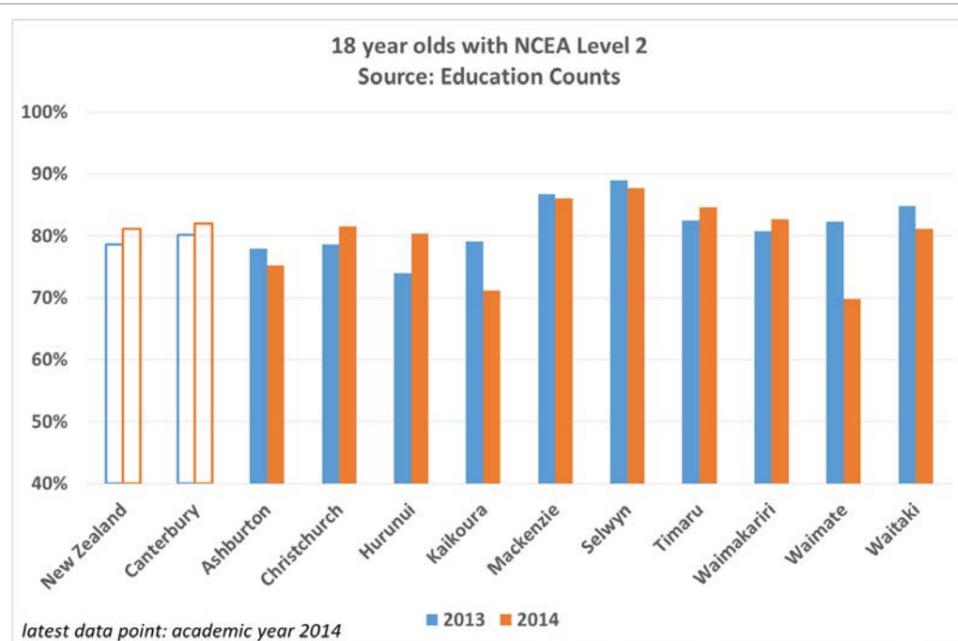


latest data point: December 2015

The proportion of Canterbury's youth not in education, employment or training has stayed fairly consistently below the New Zealand rate since the earthquakes, reflecting more work opportunities in Canterbury associated with the rebuild. The difference has widened over the past 6 months from an average of 1.2 percentage points early in 2015 to 3% points, consistent with recent decrease in Canterbury unemployment.

The NEET rate is a composite number drawn from a number of data sources. It should be seen as indicative rather than an absolutely accurate measure of youth not in education, employment or training.

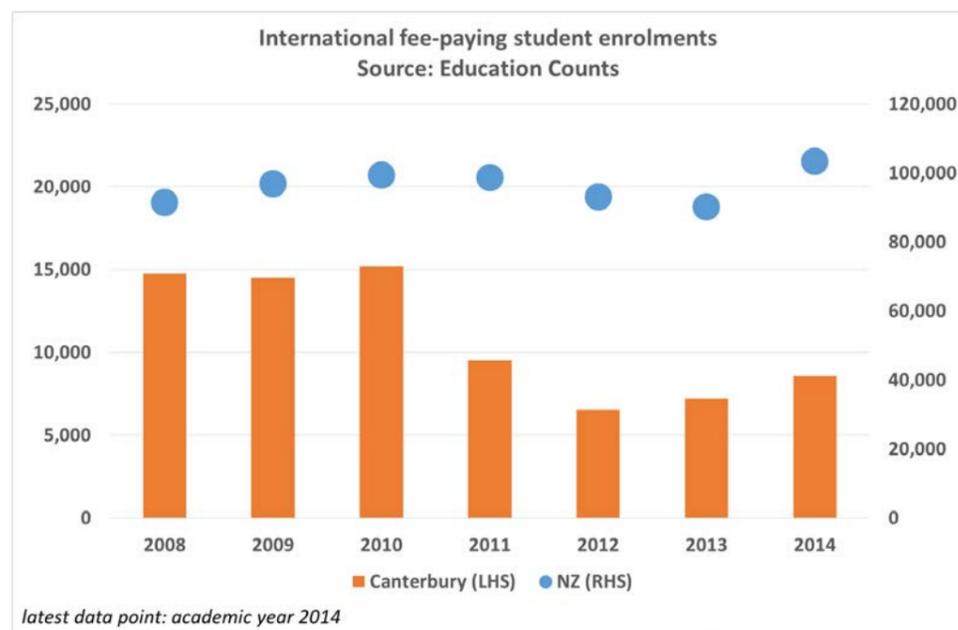
Work-stream 5 (continued)



Canterbury is slightly ahead of the national proportion of 18 year olds with NCEA Level 2, with a similar growth between 2013 and 2014.

Within Canterbury, the proportion of 18 year olds with NCEA level 2 is higher in Mackenzie and Selwyn and Timaru than in New Zealand overall while the proportion is lower in Waimate, Kaikoura and Ashburton.

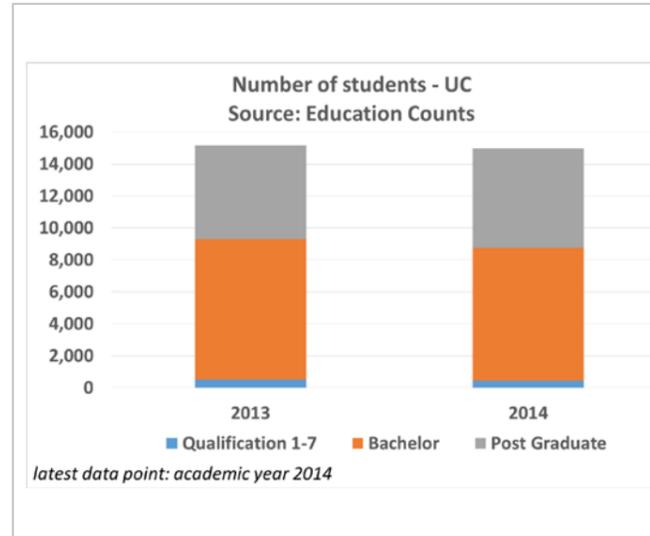
Between 2013 and 2014, the proportion of 18 year olds achieving NCEA level 2 has grown by more in Hurunui and Christchurch than in Canterbury and New Zealand overall while Waitaki, Waimate, Kaikoura and Ashburton have experienced a fall in the proportion of 18 year olds with NCEA level 2.



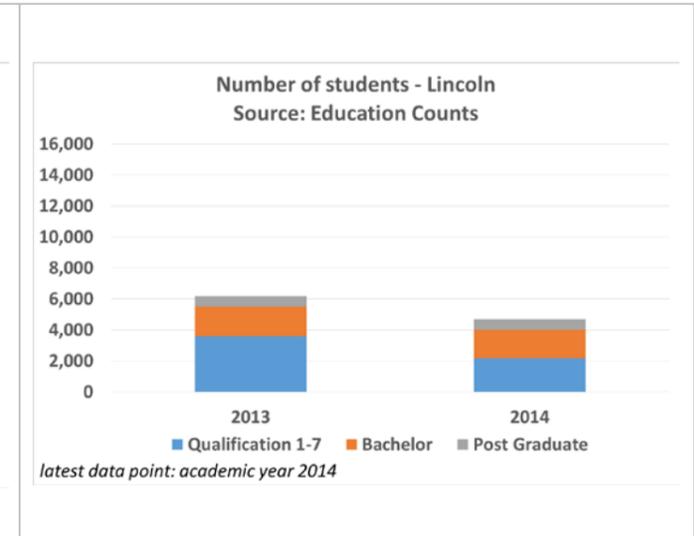
International student numbers in Canterbury unsurprisingly took a hit immediately after the earthquakes.

But international students are now starting to return to the region and, although there is still a long way to go to return to past levels, at least the growth in enrolments has exceeded the New Zealand-wide figure in the past two years.

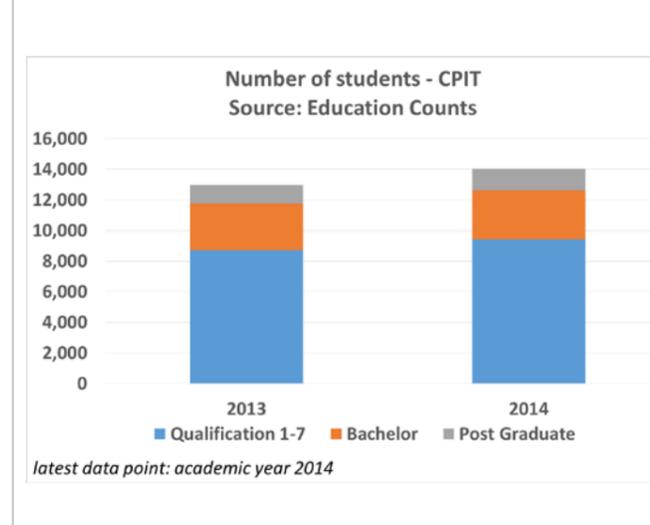
A renewed official focus on the sector, for example the International Education Strategy (commissioned by CDC and Education NZ), should see these international student numbers continue to grow long term.



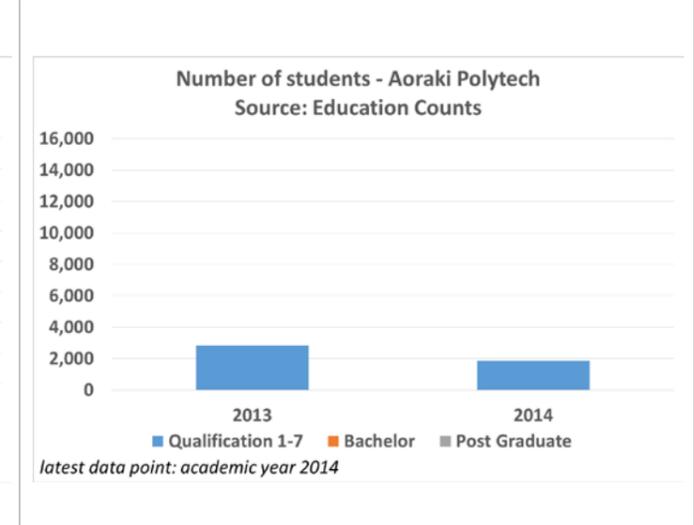
Enrolments at Canterbury University have stabilised following significant post-earthquake decline in enrolments reflecting the disproportionate impact of the earthquakes on the university.



After rapid growth in enrolments post-earthquake, Lincoln has experienced a small decline in student numbers over the past year primarily due to a fall in students enrolled in qualifications 1-7.

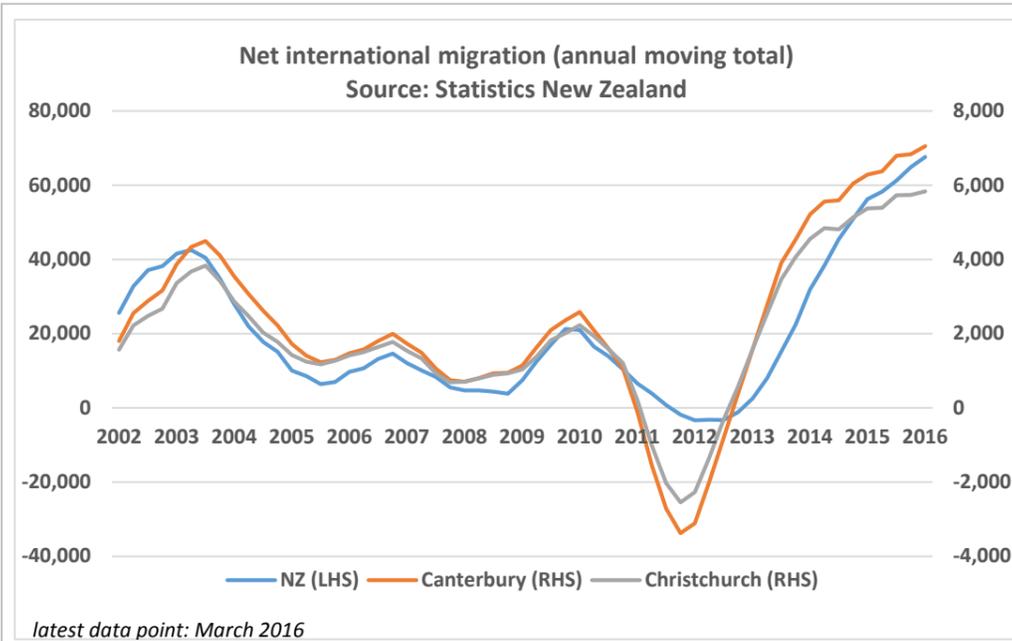


Enrolments at CPIT have returned to close to pre-earthquake levels. There has also been growth in Bachelor level qualifications and a fall in Certificate 1-4 levels qualifications.



Student enrolments at Aoraki Polytech continue to fall year on year from an average of around 9,000 pre earthquake to 1,850 in 2014.

Work-stream 6 – Newcomer and migrant settlement (skilled workforce, cohesive communities)

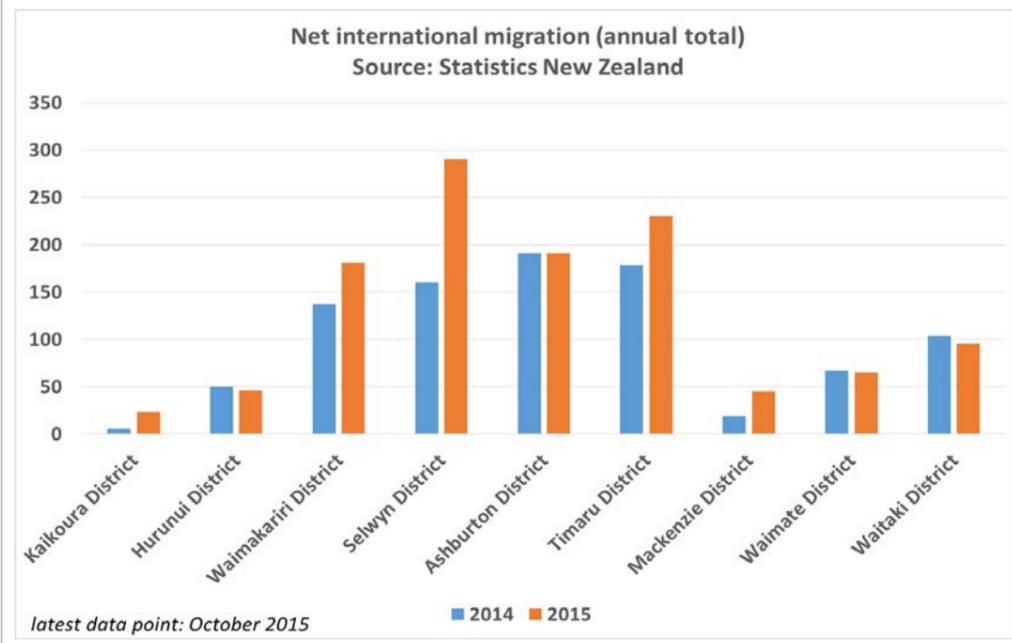


Net international migration to Canterbury has been a crucial element of the rebuild effort. Recent inflows have still been very high.

These migrants have added vital skills and experience to Canterbury's labour force.

Low unemployment should continue to make Canterbury an attractive destination for international migrants, but over the long term it seems likely that global competition for people/skills will only intensify.

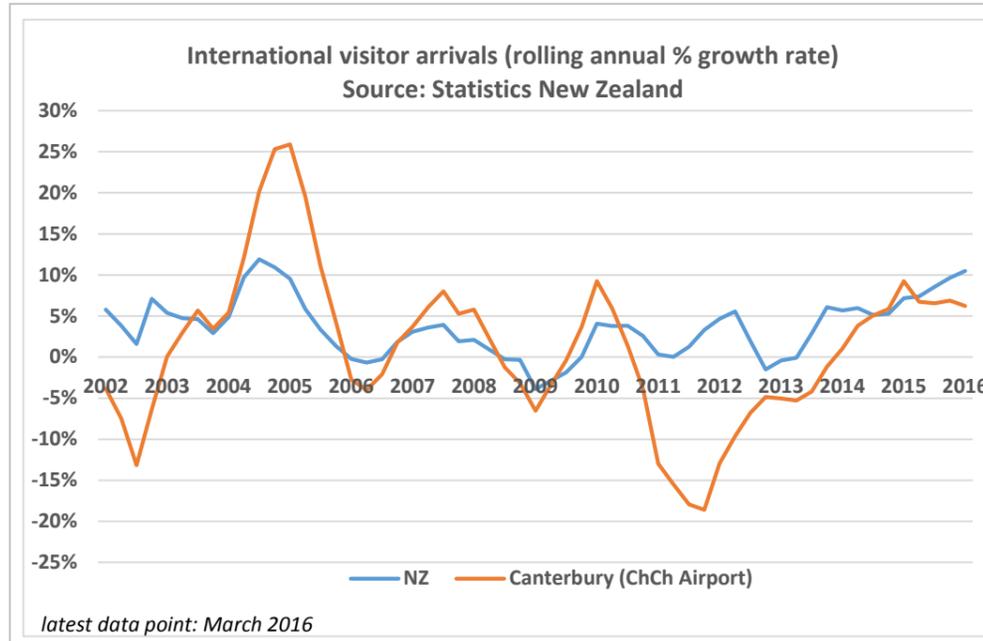
This makes people attraction a crucial focus for regional economic development in Canterbury.



Christchurch is included in the chart above due to the high volume of international migrants to Christchurch relative to other Canterbury districts.

The Selwyn district has experienced both the highest levels of net international migration and the highest growth in the number of migrants over the last year.

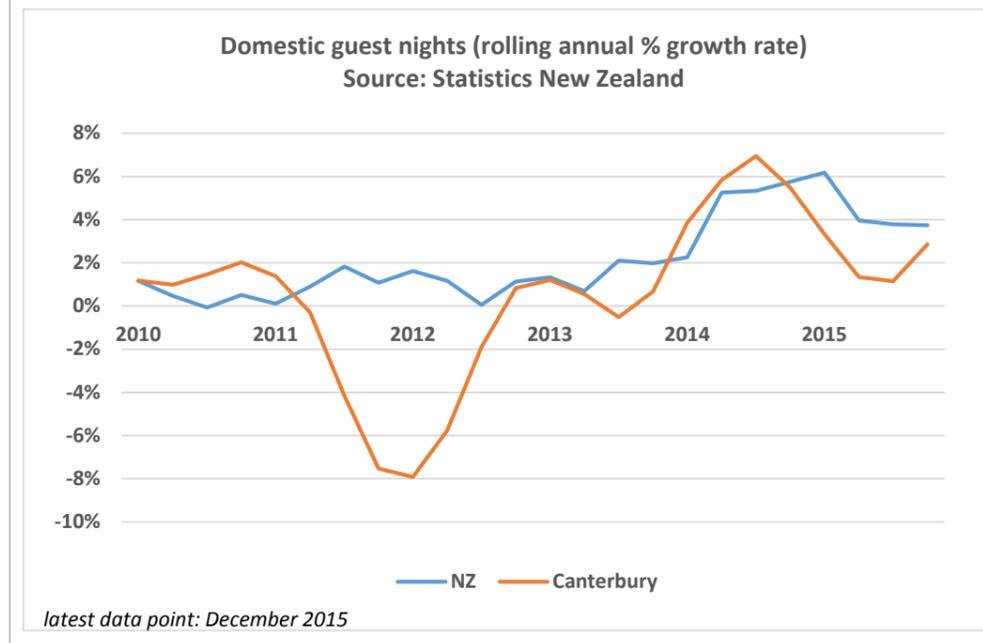
Work-stream 7 – Regional visitor strategy



Again the earthquakes had a serious adverse effect on inbound tourism to the Canterbury region. But the green shoots of a recovery are now firmly in view.

Growth in international visitor arrivals to the region has recently slowed somewhat when compared to the rate for New Zealand as a whole but hospitality/accommodation providers are busy.

The lower exchange rate should underpin further growth in inbound tourism to the region, as will the scope for the release of pent-up demand (i.e. people who wanted to visit Canterbury but postponed their trip due to the earthquakes) to get back to where activity was prior to the earthquakes.



After a rapid decline in domestic guest nights in Canterbury over 2011 and 2012, a recovery is also well in train here too.

Of course, the region faces strong competition for domestic visitors from other popular hotspots around the country.

But it's encouraging that accommodation capacity in Canterbury is improving and this should provide the ability for visitor numbers to continue to improve.

Chief Executives Forum

Item 11

Date: 30 May 2016

Presented by: Jim Palmer, Chair

Canterbury Regional Stormwater Forum – progress update

Purpose

This paper updates the Chief Executives Forum on progress towards addressing issues identified by territorial authorities, Te Rūnanga O Ngāi Tahu and Environment Canterbury associated with urban stormwater network discharge consents.

Recommendations

That the Chief Executives Forum:

1. **receive** this progress report
2. **note** the progress to date in completing actions within each work stream
3. **note** some actions are suspended pending outcomes and implementation decisions of the Proposed Plan Change 4 to the Canterbury Land and Water Regional Plan
4. **note** an option to explore a 'shared services' model between Environment Canterbury and territorial authorities which could involve the set up of a shared resource to address stormwater compliance
5. **note** this shared services approach could provide the resourcing and expertise for future enforcement and compliance associated with stormwater discharges into reticulated urban networks from new and existing high-risk activities
6. **request** the steering group to initiate a further regional stormwater forum in August or September 2016 to consider the items outlined in this report.

Overview

1. The Canterbury Regional Stormwater Forum Steering Group is overseeing the implementation of a variety of actions which aim to improve stormwater network consent outcomes in Canterbury. It is seeking to ensure that consent provisions for asset infrastructure investment and monitoring programmes represent value to communities.
2. This report summarises progress to date and outlines evolving issues with stormwater network consenting. Some issues may require future funding, noting that a further forum is intended for August or September 2016 to determine a pathway forward.

Progress to date

3. The Regional Stormwater Forum is addressing stormwater consenting issues that two region-wide fora identified in 2014. The Forum grouped the issues identified during the fora into three major themes and assigned them to working groups. The working groups then developed their own action plans. The three working groups are:
 - cost and affordability
 - technical and design best practice
 - regulation and process

4. Each of these working groups have now largely completed their action plans as identified through the 2014 fora. The Steering Group has agreed to pause a number of actions pending the outcome of key decisions from Proposed Plan Change 4 to the Canterbury Land and Water Regional Plan (Plan Change 4). The decision on the Proposed Plan Change will significantly influence the future management of urban stormwater network consents.
5. The Proposed Plan Change 4 may have implications for territorial local authority resources and management approaches for various “high-risk” activities discharging stormwater into the urban stormwater reticulated networks.
6. The Steering Group notes there is some division between territorial local authorities and Environment Canterbury on this issue.
7. In short, the Christchurch City, Selwyn and Waimakariri districts oppose taking on the responsibility for managing discharges into their networks from potentially contaminated sites on the Listed Land Use Register (LLUR) and industrial and other potentially hazardous activities such as those on the Hazardous Activities and Industries List (HAIL), or from dewatering or construction activities.
8. Conversely, Environment Canterbury supports the proposed change in management of these activities.
9. The Steering Group, subject to the outcome of the Proposed Plan Change, seeks your agreement for it to address the implications of the proposed changes through various follow-on actions.
10. Pending the decisions and outcomes of the Proposed Plan Change 4, there may be an opportunity to explore a ‘shared services’ model between Environment Canterbury and territorial authorities to implement any required changes. This shared services approach could provide the resourcing, expertise and legal basis for future enforcement and compliance associated with discharges into reticulated urban networks from new and existing high-risk activities.
11. The Forum has also prepared a gap analysis of best practice stormwater design. This report provides a useful basis for locating and interpreting existing best-practice stormwater design information in Canterbury. The report identifies a number of gaps in best practice information and makes a series of recommendations for future projects needed to address them. These recommendations may require further investigation and access to specialist resources, therefore, further consideration by the Forum is required.
12. There are a number of other tasks completed, underway or paused pending the outcome of the Proposed Plan Change. These are shown in Table 1 in the Appendix, which details the status of each of these tasks.
13. With your agreement, a further Regional Stormwater Forum will consider prioritising the future information and resource requirements to action the recommendations within the gap analysis report. It will also develop action plans to review and implement the decisions of the Proposed Plan Change 4 process.

Te Rūnanga O Ngāi Tahu

14. In addition, the working groups have identified some outstanding and emerging issues which require further consideration by Te Rūnanga O Ngāi Tahu and the Regional Stormwater Forum. These are:
 - How best to engage with Ngāi Tahu through the Steering Group and working groups

- Address Ngāi Tahu protocols for acceptable stormwater treatment options, with consideration to cost
- Consideration of an appropriate term for network consents. Consents are able to be issued to a maximum 35-year timeframe under provisions of the Resource Management Act 1991. However, Te Rūnanga O Ngāi Tahu appear to support a network consenting term of 10 years, as they argue this allows the review of consent conditions and management of stormwater discharges and infrastructure by the current generation. This is of concern to some territorial authorities who argue that, to protect the community investment in infrastructure, they need to receive stormwater discharge consents for the maximum 35-year term.

Where to from here

15. All of the working group actions have now been progressed to the extent possible given available staff resources and expertise. Working groups are now asking for specialist expertise in order to enable completion of the projects identified in the best practice gap analysis. Forum members are also considering the option of a shared services approach to stormwater compliance as discussed in this report. With your support and the Regional Stormwater Forum's support, we can continue to do this work.
16. Table 2 in the Appendix provides a suggested outline and proposed content for a further Regional Stormwater Forum. With your agreement, we will arrange the Forum in August or September 2016.

Appendix

Table 1: Key project update summary

Project	Working Group	Progress
Proposed Plan Change 4 to the Canterbury Land and Water Regional Plan	Regulation and Process	Management of discharges from high-risk activities into urban stormwater networks is proposed to be transferred from Environment Canterbury to territorial local authorities (outcome still to be determined)
Regional planning reference document	Regulation and Process	A planning reference document is currently being drafted by Environment Canterbury to assist councils to lodge their network consent applications
Approach to consent ownership	Regulation and Process	A paper comparing council approaches to management of activities discharging into urban stormwater networks has been drafted for review, pending outcomes of Proposed Plan Change 4
Stormwater Bylaw Best Practice Template	Regulation and Process	A sample bylaw best practice template is in development, which will draw from the Proposed Plan Change 4 process outcomes
Regional Storm Water Forum SharePoint Site	Technical Design Best Practice	The SharePoint site has been developed, is operating and being regularly updated
Stormwater Reference Website (SWREF)	Technical Design Best Practice	The existing SharePoint site can be expanded, as required, to accommodate a general public audience and / or to provide read only access for consultants
Storm water design best practice literature review	Technical Design Best Practice	A best practice document spreadsheet has been compiled enabling searching on stormwater design and treatment systems by topic
Storm water design best practice gap analysis	Technical Design and Best Practice	The “ <i>Canterbury Stormwater Best Practice Gap Analysis</i> ” report is complete and published on the SharePoint site
Environmental Standards Project	Technical Design Best Practice	A “ <i>Stormwater Water Quality Guidelines</i> ” report has been published on the SharePoint site providing guidance and interpretation to practitioners in applying the Land and Water Regional Plan rules and water quality standards
Preparation of unit rate cost curves for local construction conditions	Cost and Affordability	A report from Opus on “ <i>Evaluation of Stormwater Treatment Construction Costs</i> ” was approved for publication on the SharePoint site

Project	Working Group	Progress
Comparison of Stormwater Expenditure by District	Cost and Affordability	A comparison of stormwater expenditure by district that is based on the territorial local authority funding impact statements and district population statistics is published on the SharePoint site (with use disclaimer)
Economic Evaluation of Projects	Cost and Affordability	A discussion document on “ <i>Efficient and Effective Management of Projects and Programmes in Existing Urban Areas</i> ” is published on the SharePoint site
Multi Criteria Analysis	Cost and Affordability	A multi-criteria analysis framework is being tested by Timaru District Council on a new stormwater management area design in Geraldine, and will be published on the SharePoint site once evaluated

Table 2: Draft proposed August/September forum programme

Item	Recommended Presenter
Progress update presentations – achievements to date	Working Group Leaders
Summary report on the forum work programme	Environment Canterbury
Te Rūnanga O Ngāi Tahu protocols for acceptable stormwater treatment options and consent timeframe recommendations	Te Rūnanga O Ngāi Tahu
Ngāi Tahu engagement options	Te Rūnanga O Ngāi Tahu Stormwater Forum Chairperson
Overview of decisions on Plan Change 4 to the Canterbury Land and Water Regional Plan	Environment Canterbury
Implications of Plan Change 4 decisions for territorial local authorities	Regulation and Process Working Group Leader
Development of a “shared services” model for stormwater compliance from high-risk activity discharges	GHD
Review and develop an implementation plan for the recommendations within the Canterbury Stormwater Best Practice Gap Analysis	Technical Design/ Best Practice Working Group Leader
Invitation for consultants to progress the best practice/ technical design gap analysis recommendations	Stormwater Forum Chairperson

Item	Recommended Presenter
Determine future access protocols to the Regional Storm Water Forum SharePoint site and determine future demand for a public Stormwater Reference Best Practice website (SWREF website project)	Technical Design/ Best Practice Working Group Leader
Streamline a regional stormwater sampling programme and method, drawing from the Christchurch City and Kaikōura District Council monitoring programme reviews	Christchurch City Council Kaikōura District Council and Environment Canterbury
Public Education Programme – scoping development of a comprehensive public education programme for residents	Environment Canterbury Waimakariri District Council
Funding options for the Forum – including for: <ul style="list-style-type: none"> - Enabling Ngai Tahu engagement - Funding for consultant input to complete the best practice gap analysis - Funding for strategic and secretariat support 	
Where to from here – general discussion	Stormwater Forum Chairperson

Regional Stormwater Forum 2014 to 2016

Urban stormwater quality challenges continue (draft)

The Stormwater Issue

Stormwater contaminants degrade our urban waterways:

- Hydrocarbons (Vehicles)
- Copper (Brake pad wear, buildings)
- Zinc (Industrial roofs, tyre wear)
- Sediment (Construction, erosion).

History of the Regional Stormwater Forum

- Established in 2014
- Attended by Canterbury councils, Te Rūnanga o Ngāi Tahu and the University of Canterbury
- Three working groups established.

Cost and affordability working group outputs

- Report: Evaluation of Stormwater Treatment Construction Costs: A Canterbury Specific Assessment
- Report: Efficient and effective management of projects and programmes in existing urban areas
- Framework: Multi criteria analysis of new stormwater management (in development).

Technical design best practice working group outputs

- Information storage: Regional Stormwater Forum SharePoint site set up
- Spreadsheet: Literature review of stormwater technical design and best practice
- Report: Canterbury stormwater best practice gap analysis
- Guidelines: Stormwater water quality guidelines for interpreting Land and Water Regional Plan policies.

Stormwater treatment retrofitting isn't enough to clean up waterways, e.g. Ōtākaro/Avon River Stormwater Management Plan (SMP)

- CAPEX cost of CCC's chosen scenario is \$101.4 million
- But "in-stream concentrations of copper and zinc are likely to exceed LWRP limits under all scenarios"
- Even the 'practical maximum' stormwater treatment retrofitting scenario with a capex cost of ≈ \$170 million would only remove 50 percent of the contaminant load
- The approximate cost of implementing similar retrofitting levels to the SMP throughout Christchurch is \$1.7 billion or \$3.3 billion for the 'practical maximum' which is not predicted to achieve LWRP outcomes, standards and limits.

Future of the Forum

- Responding to the Plan Change 4 decision to the LWRP
- Completion of projects identified in the best practice gap analysis and regulation and process working groups
- Developing consistent practice throughout Canterbury to achieve national and regional regulatory requirements
- Te Rūnanga O Ngāi Tahu protocols for acceptable stormwater treatment options and consent timeframe recommendations
- Next Regional Stormwater Forum August or September 2016
- Public Stormwater Reference Best Practice website?
- A regional stormwater sampling programme and method—there may be a need for a national environmental monitoring standard?
- Behaviour change and awareness/education programme
- Strengthening connection with the Zone Committees, and working towards their desired stormwater outcomes
- Stormwater consents advice ongoing and TLAs applying for stormwater consents for networks
- Investigate national and international tools and best practice.

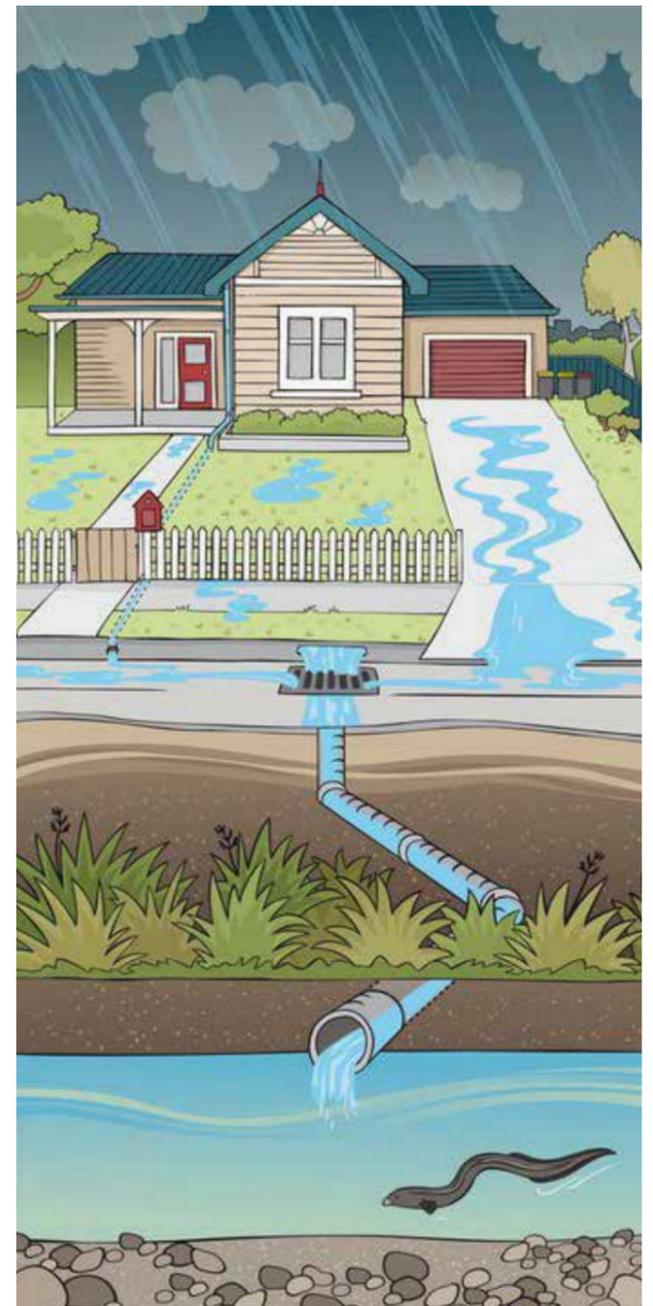
Goals of the Regional Stormwater Forum

A space for:

- Developing consistent practice
- Streamlining regulatory process
- Reducing costs

While achieving:

- Environmental outcomes
- Cultural outcomes
- Community outcomes.



Challenges for the Forum

- Difference of opinions about Plan Change 4 to the Canterbury Land and Water Regional Plan (LWRP) regarding responsibilities for stormwater management
- Engaging with Ngāi Tahu has been limited due to their lack of resourcing
- Balancing on consenting outcomes and value for money from assets against improving urban water quality, stormwater management and best practice.

Opportunity for a shared services approach for stormwater compliance

- A business case for a shared services approach to stormwater compliance monitoring and enforcement is currently being drafted by GHD on behalf of the greater Christchurch councils
 - » There may be an opportunity for other Canterbury councils to be involved.

Chief Executives Forum

Item 12

Date: 30 May 2016

Presented by: Bede Carran

Future of the Canterbury Economic Development Company Ltd

Purpose

This paper discusses the future of the Canterbury Economic Development Company Ltd (CED Co).

Recommendations

That the Chief Executives Forum:

1. **discuss** the future of the Canterbury Economic Development Company Ltd
2. **agree** that a paper be provided to the Canterbury Mayoral Forum on 24 June 2016, reflecting the advice of the Chief Executives Forum.

Background

1. CED Co was formed on 9 October 2008 by ten Canterbury councils.
2. CED Co was established as a result of a national regional development funding programme that was instigated by the government at that time. Funding from the NZTE Regional Strategy Fund was only accessible as a single application made by the entire region, hence the need to establish CED Co. The purpose of the Fund was to support transformational economic development projects that would benefit regions.

About CED Co

3. CED Co is a council controlled organisation (CCO). The nine appointed directors of CED Co are Jane Annear, Bill Bayfield, Bede Carran, Mayor Kelvin Coe, David East, Nicholas Harris, Tom Hooper, Mayor Angus McKay, and Jim Palmer.
4. There are ten shareholders who hold an equal number of shares (ten per shareholder). Shareholders are Timaru District Council, Ashburton District Council, Hurunui District Council, Selwyn District Council, Canterbury Regional Council, Waimate District Council, Kaikōura District Council, Christchurch City Council, Mackenzie District Council, and Waimakariri District Council.
5. CED Co has been inactive for the past five years and holds \$86.19 in funds as at 20 May 2016.
6. The company record link is <http://www.companies.govt.nz/co/2175166>.

CED Co from 2008–2011

7. CED Co's funding bid in 2008 was successful, and central government funding was paid into the company (alongside local government funding) and, then, dispersed out to a

variety of projects run by different parts of the region. An extract from the front end of CED Co's Annual Report of 2010 is appended, to demonstrate the nature and extent of the funding and activities that were undertaken in this period.

8. Once the initial programme was completed, CED Co was left in place in case there were any further opportunities for region-wide funding activities.

CED Co from 2011–2016

9. There have been no further opportunities to utilise CED Co in the last five years and CED Co has been inactive since the initial projects were completed.

The implications of continuing CED Co

10. Even though CED Co is no longer trading and has been inactive for five years, the Board of Directors still need to comply with the requirements of CED Co's Constitution and any other statutory duties (such as tax obligations).
11. In particular, CED Co's Constitution requires the Board to:
 - deliver a draft Statement of Intent to shareholders on or before 1 March each year
 - appoint a director to represent Māori (no such director is currently appointed)
 - keep specified company records at CED Co's registered office in Timaru
 - keep accounting records, in particular financial statements, and engage the Auditor-General to audit financial statements
 - provide an annual report to shareholders
 - provide an annual return.
12. These requirements impose an administrative burden on the directors to ensure CED Co is meeting its obligations (which are primarily statutory obligations).
13. There are both direct and indirect costs of ensuring CED Co satisfies its obligations. The direct costs are in the order of \$2,500 (plus GST) per annum. This is principally the cost of the audit, but there may be other sundry filing costs. The indirect costs are where there is no cash disbursement required. These are not insignificant and are difficult to measure accurately. Indirect costs include the administrative support (currently provided by Timaru District Council) to ensure CED Co meets its obligations and the time required by the directors to meet at least annually.
14. Continuing CED Co also exposes directors and shareholding councils to a latent risk. As an inactive company there is little or no reason for the directors to meet and this heightens the risk of inadvertent breaches under various pieces of legislation or the Constitution. While this risk may be manageable for small, closely held companies, it is much less so for a company that has public accountability.

The future of CED Co

15. In light of the implications of continuing CED Co, it is proposed that Chief Executives discuss the future of the company. In particular, whether CED Co should be disestablished, or whether there will be a renewed focus on and investment in ensuring that CED Co meets its obligations.

16. In this context, it should be noted that:

- there is no current need for CED Co – the NZTE Research Strategy Fund closed on 30 June 2010
- if a CCO is required for future collaboration and/or funding applications, it would likely be more appropriate to set up a new company (if a company is required), rather than try to adapt CED Co's current Constitution. For example, if a shared services CCO was established, the Constitution would need to reflect the requirements for delivery of shared services
- the direct and indirect costs of operating CED Co are greater than the balance of funds currently held, and may be difficult to justify in the absence of the identification of a future possible use for the company
- the disestablishment of CED Co will have no impact on collaborative or other work being undertaken in the Canterbury region, and would not provide a barrier to any future work.

17. If CED Co is continued, it would be desirable to identify the potential benefits of doing so.

Next steps

18. It is proposed that a paper be presented to the Canterbury Mayoral Forum on 24 June 2016, reflecting the advice of the Chief Executives Forum.

19. If an in-principle decision were made to disestablish CED Co, legal advice would be required to ensure the correct process were followed.

20. A decision to disestablish CED Co would be formalised by removing CED Co from the companies' register. CED Co can be removed from the register if the following requirements are fulfilled:

- CED Co ceases to carry on business, discharges all liabilities to all known creditors and distributes surplus assets in accordance with its Constitution (unless there are no surplus assets)
- There is a special resolution of the shareholders resolving that CED Co be wound up, on the basis that it has ceased to carry on business
- The Board requests the Registrar of Companies to remove CED Co from the New Zealand Register, with the sanction of a special resolution of shareholders.

21. A special resolution means a unanimous resolution approved by all shareholding councils.

CANTERBURY ECONOMIC DEVELOPMENT COMPANY LIMITED

ANNUAL REPORT 2010

CHAIRMAN'S REPORT

I have pleasure in presenting the second annual report of Canterbury Economic Development Company Ltd (CED Co Ltd) for the year ended June 2010.

Contracts were formalised in January 2009 between CED Co Ltd, New Zealand Trade & Enterprise (NZTE) and Agribusiness and Economic Unit, Lincoln University (AERU), to complete the Review and update of the Canterbury Regional Economic Development Strategy (CREDS). The total cost of this project was \$118K. 80% NZTE contribution was \$102,400.

The review and update was completed in October 2009 and from this report 8 projects were identified and considered by AERU as key projects that supported the strategy as well as aligned with NZTE Regional Strategy Fund (RSF) Guidelines. The report was adopted by the board in October 2009.

In October 2009 CED Co Ltd advertised to the wider community for potential projects that aligned with CREDS and NZTE RSF guidelines. The board met in November 2009 to consider 12 possible projects following the advertising.

Any projects the board considered to be of value were to be submitted to NZTE for consideration by them for funding from the RSF. The amount of funding available was \$647,600.

Approved projects in the January & March 2010 Funding Rounds

Project 1 – Canterbury Regional Water Infrastructure Programme

This project is lead by Canterbury Regional Council.

Total project cost	\$358,000
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NZTE contribution	\$208,000
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Regional contribution	\$150,000
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Project 2 – Canterbury Regional Food & Wine Trail

This project is lead by Enterprise North Canterbury.

Total project cost	\$158,480
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NZTE contribution	\$103,480
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Regional contribution	\$55,000
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Project 3 – The Blueprint Farm Business Plan Project

This project is lead by Aoraki Development Trust.

Total project cost	\$63,210
NZTE contribution	\$50,960
Regional contribution	\$55,000

Project 4 - Canterbury Broadband Project

This project is lead by Selwyn District Council.

Total project cost	\$73,080
NZTE contribution	\$58,000
Regional contribution	\$14,500

Project 5 - Rural Technology Transfer Project

This project is lead by Enterprise North Canterbury.

Total project cost	\$201,000
NZTE contribution	\$101,000
Regional contribution	\$100,000

Project 6 - Canterbury Regional Innovation System – Agriculture Extension

This project is lead by Canterbury Development Corporation (CDC).

Total project cost	\$158,250
NZTE contribution	\$126,160
Regional contribution	\$32,000

Declined Projects

The following projects were submitted to NZTE for consideration but did not make it through the preliminary stages.

- Hurunui Water Project
- Stage 2 of the Canterbury Water Infrastructure Project
- Canterbury Trade Alliance Project
- Starlight Reserve Project
- Canterbury Trade Alliance Expo 2011 Project

Draft Agenda –

Canterbury Mayoral Forum: CREDS workshop

Date: Thursday 23 June 2016

Time: 3:00pm to 5:00pm

Venue: Selwyn District Council Chamber, 2 Norman Kirk Drive, Rolleston

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

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

CREDS partners:

Tom Hooper	Canterbury Development Corporation
Gill Cox	Committee for Canterbury
Peter Townsend	Canterbury Employers' Chamber of Commerce
Tā Mark Solomon	Te Rūnanga o Ngāi Tahu

CREDS reference group:

Craige and Roz Mackenzie	Greenvale Pastures
Lana Hart	Canterbury Employers' Chamber of Commerce
Jeremy Baker	Lincoln University
Kay Giles	ARA Institute
Dr Hamish Cochrane	University of Canterbury
David Caygill	Environment Canterbury
Rex Williams	Regional Transport Committee
Vic Allen	Christchurch & Canterbury Tourism
Malcolm Johns	Christchurch International Airport Ltd
Dr William Rolleston	Federated Farmers
Dr Rod Carr	University of Canterbury

Presenters:

Anna Elphick	Canterbury Development Corporation
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Secretariat: Steve Gibling, Lorraine Johns, Karen Upton

Apologies:

Afternoon tea available on arrival

Time	Item	Person
3:00	Welcome, introductions and apologies	Chair
3:05	Progress in implementing the seven work programmes (short presentations from lead Mayors)	Lead Mayors
3:40	Presentation and discussion of baseline indicators report	Anna Elphick, CDC
3:55	Presentation by Spark – progress on 4G	Paul Deavoll
4:10	Presentation by MBIE – regional economic growth	MBIE
4:25	Discussion: What are the next steps for CREDS?	All
5:00	Close	Chair

Chief Executives Forum

Item 15

Date: 30 May 2016

Presented by: Bill Bayfield

Report from the Canterbury Policy Forum

Purpose

This paper reports on the meeting of the Canterbury Policy Forum on 6 May 2016.

Recommendations

That the Chief Executives Forum:

1. **receive** the report on the work of the Canterbury Policy Forum
2. **note** the following matters coming through from the Canterbury Policy Forum for attention of the Chief Executives Forum and Mayoral Forum:
 - draft criteria for assessing areas where collaboration could be progressed
 - areas where collaboration should be prioritised.

Meeting held on 6 May 2016

1. The Canterbury Policy Forum was joined by Iain Southall (Manager, Strategic Policy Integration, Economic Strategy) and Siobhan Routledge (Policy Director, Sector Policy) from the Ministry of Business, Innovation and Employment. Iain and Siobhan spoke to a presentation on the Government's Business Growth Agenda (BGA), which led to a discussion of how Canterbury region activities and the CREDS can align with the BGA. There is an opportunity to now review the CREDS against the BGA for any gaps or alignments. There was discussion of perceptions of uncertainty of the mandate for Mayors to engage in economic development activities, since the recent changes to the Local Government Act, and agreement that the Government could assist by clarifying the role of councils. Iain and Siobhan encouraged the Forum to engage with the Minister to advance ideas that could prove beneficial for the region and New Zealand, and gave advice on presenting a strong business case that fits with the Government's vision.
2. The Forum received an update on CREDS with progress reports on the work streams where council representatives were present.
3. The Forum considered the draft report from McGredy Winder on further collaborative opportunities, and a set of draft criteria for assessing areas for potential collaboration. Key points from the discussion included:
 - clarity is needed around the differences between transactional and strategic opportunities. Transactional opportunities may result in quick, short-term gains, whilst long-term gains may lie in the strategic space
 - the criteria should include a measurement for success or a timeframe for evaluation of the measures of success
 - weighting of criteria is to be considered, i.e. benefits versus ease of implementation
 - consideration needs to be given to budgets.

4. There was further discussion around the areas where collaboration could be progressed:
 - Selwyn District Council and Waimate District Council have commissioned an evaluation of opportunities around rating and valuation services across the region – a report is due from Ernst & Young by 27 May 2016.
 - There was agreement that the Policy Forum would continue with some existing areas of collaboration, including CWMS, CREDS, GIS and joint policy submissions.
 - There was agreement to progress other initiatives, including benchmarking and performance improvement, the reviews of the case for change for Transport and 3 Waters being undertaken by Christchurch City Council, and a joint model for building consents, supported by MBIE, with a view to joined-up VCAs.

5. The Policy Forum received updates on:
 - Canterbury responses to central government initiatives – the shared Mayoral Forum submissions on the Resource Legislation Amendment Bill and the proposed changes for Freshwater Management
 - The establishment of a region-wide network group for OIA and LGOIMA procedures
 - The Regional Land Transport Plan (RLTP) refresh and guidance from NZTA on the approach for the next RLTP review
 - The Canterbury Planning Managers Group's decision that the three reports on regulatory barriers to the CREDS (digital connectivity, value added production, and tourism) will be peer reviewed before a combined report is prepared.

Draft Agenda

Canterbury Mayoral Forum

Date: Friday 24 June 2016

Time: 9.00am to 12.00pm

Venue: Council Chamber, Environment Canterbury, 200 Tuam Street, Christchurch City

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: Justin Watson, Canterbury International Airport Ltd (item 9)
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, 29 April 2016	
	3.2. Action points	
	FOR DECISION	
9.15	4. Collaboration and shared services	Jim Palmer
9.45	5. Draft three-year work programme	
10.00	<i>Morning tea</i>	
10.15	6. Briefing to Incoming Mayors	Chair
10.45	7. Draft Triennial Agreement / Mayoral Forum Charter 2016-19	Chair
11.00	8. CWMS quarterly report (to be taken as read)	Jim Palmer
	FOR INFORMATION	
11.00	9. 'The case for Canterbury' / usage, attitude and image survey	Justin Watson
11.15	10. Canterbury Maps Update	
11.25	11. Chief Executives Forum Update	Jim Palmer
11.35	12. Any urgent items of general business	All
11:45	13. Thank you to outgoing Forum	Chair
	14. Next meeting:	
	Friday 25 November 2016, 9.00am-12.00pm, Environment Canterbury	
12.00	<i>Lunch</i>	