Agenda

Canterbury Mayoral Forum

Date: Friday 24 June 2016
Time: 9.00am to 12.00pm

Venue: Environment Canterbury, 200 Tuam Street, Christchurch

Attendees: Mayors: Angus McKay, Lianne Dalziel, Dame Margaret Bazley (chair), Winton Dalley,

Winston Gray, Kelvin Coe, Damon Odey, David Ayers, Craig Rowley, Gary Kircher

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

Jorgensen (Acting CE- Waitaki DC)

In attendance: Justin Watson, Canterbury International Airport Ltd (item 6)

Tom Hooper, Canterbury Development Corporation

Secretariat: Steve Gibling, Lorraine Johns, Anna Puentener, Louise McDonald,

Apologies: Mayor Claire Barlow, Wayne Barnett

Time	Item	Person
9:00	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	
9.10	Chief Executives Forum report	Jim Palmer
	5. CWMS quarterly report (to be taken as read)	(David Caygill)
	6. 'The case for Canterbury' / usage, attitude and image survey	Justin Watson
	7. Planting Canterbury website	Bill Bayfield
9.45	FOR DECISION	
	8. Further opportunities for collaboration	Jim Palmer
10:35	Morning tea	
10:50	9. Summary of Mayoral Forum achievements	Jim Palmer
11:05	 Draft Briefing to Incoming Mayors /Triennial Agreement / Mayoral Forum Charter 2016-19 	Jim Palmer
11.45	11. Any urgent items of general business	
12:00	Lunch	

Confirmed minutes

CANTERBURY MAYORAL FORUM

FRIDAY 29 APRIL 2016 COMMENCING AT 9.00 AM AT THE COMMODORE HOTEL, 449 MEMORIAL AVENUE, BURNSIDE, CHRISTCHURCH

PRESENT Members:

Ashburton District Council Mayor Angus McKay

Andrew Dalziel

Christchurch City Council Mayor Lianne Dalziel

Karleen Edwards

Environment Canterbury Dame Margaret Bazley (Chair)

Bill Bayfield

Hurunui District Council Mayor Winton Dalley

Hamish Dobbie

Kaikōura District Council Mayor Winston Grey

Angela Oosthuizen

Mackenzie District Council Mayor Claire Barlow

Selwyn District Council David Ward

Timaru District Council Mayor Damon Odey

Peter Nixon

Waimakariri District Council Mayor David Ayers

Jim Palmer

Waimate District Council Mayor Craig Rowley

Bede Carran

Waitaki District Council Mayor Gary Kircher

Michael Ross

In Attendance:

Hon Peseta Sam Lotu-liga – Minister for Local Government – item 8

Margaret Malcolm – Ministerial Advisor – item 8

Keith Miller - Department of Internal Affairs - item 8

Janie Annear – Local Government Commission Commissioner – item 10 Sandra Preston – Local Government Commission Chief Executive – item 10

Carolyn Read – Local Government Commission – item 10

Tom Hooper - Canterbury Development Corporation

Environment Canterbury

Steve Gibling, Lorraine Johns, Louise McDonald (secretariat)

1. WELCOME

Dame Margaret Bazley welcomed members and visitors to the Canterbury Mayoral Forum (CMF) meeting.

Apologies were received from Mayor Kelvin Coe and Chief Executive Wayne Barnett

2. CONFIRMATION OF AGENDA

No items of general business were identified.

3. MINUTES OF CANTERBURY MAYORAL FORUM MEETING: 26 February 2016

The minutes of the meeting held on 26 February 2016 were confirmed.

The action points were noted. A correction was requested to the item describing the work on the case for Canterbury; the action should refer to the convergence of economic development, events and tourism.

4. CHIEF EXECUTIVES FORUM

Jim Palmer presented the report from the Chief Executives Forum meeting of 4 April 2016. He confirmed that a paper will be presented to the next meeting of the Mayoral Forum on the Canterbury Economic Development Company. The Directors met on 31 March 2016 and elected Bede Carran as Chair.

5. CANTERBURY REGIONAL ECONOMIC DEVELOPMENT STRATEGY

Dame Margaret Bazley confirmed that at the workshop held on 28 April the following recommendation was supported:

That the Canterbury Mayoral Forum:

- 1. receives Peter Winder's report on Collaboration between Canterbury local authorities: progress and opportunities (Appendix 1)
- endorses the Chief Executives Forum's proposal to workshop, agree and prioritise areas for further collaboration and shared services, and report to the Mayoral Forum on 24 June 2016 with advice on how councils might resource investigation of these, in order to inform the briefing to incoming Mayors following local body elections in October 2016
- seeks an indication from central government (including the Local Government Commission) of options to assist Canterbury councils to investigate further opportunities for collaboration in the governance, management and delivery of better local government services
- 4. accepts Christchurch City Council's offer to broaden its strategic assessment of 3 Waters and Transport infrastructure and to work with other Canterbury councils to identify opportunities for collaboration on a regional or sub-regional basis.

The update on the Canterbury Regional Economic Development Strategy progress (page 22 of the agenda) was reviewed.

Mayor Angus McKay advised that he had just received statistics, by territorial authority, on migrant numbers in Canterbury. He would share that information with the Forum.

Noting the recent merger of the Aoraki Polytechnic and Christchurch Polytech Institute of Technology (CPIT) Mayor Damon Odey suggested that this is a good time to contact the new organisation Ara with areas for potential growth, in support of the CREDS workstreams.

Dame Margaret Bazley advised that a letter to the Prime Minister requesting central government leadership and support for welcoming visitors to Canterbury had been referred to the Minister for Local Government, the Hon Paula Bennett.

6. CANTERBURY WATER MANAGEMENT STRATEGY QUARTERLY REPORT

The Canterbury Water Management Strategy update was noted.

7. DRAFT TRIENNIAL AGREEMENT/MAYORAL FORUM CHARTER

Jim Palmer introduced this item and explained that the draft Triennial Agreement and Mayoral Forum Charter were based on the existing documents and were being prepared to assist the incoming Mayoral Forum.

It was agreed to add to Clause 7 of the Agreement (Local Government Structure) the word community interest and community representation.

Mayor Lianne Dalziel explained that Christchurch City Council was still considering the draft documents and therefore she was unable to comment at this meeting. Comments will be provided to the Chief Executives Advisory Group before going to the next meeting of the Mayoral Forum.

Bill Bayfield confirmed that the existing Triennial Agreement will stand until the next one is in place.

8. CONVERSATION WITH THE MINISTER OF LOCAL GOVERNMENT ON LOCAL GOVERNMENT COLLABORATION IN CANTERBURY

Dame Margaret Bazley welcomed Minister Peseta Sam Lotu-liga to the meeting. She explained that the Mayoral Forum enjoyed a strong working relationship across Canterbury, including Christchurch following the earthquakes in 2011.

Jim Palmer gave an overview of the work of the Forum and highlighted a number of work streams including: water, regional economic development and collaboration.

Minister Lotu-liga thanked the Forum for the opportunity to meet with them. He explained that he has been going around the country meeting with councils and understood that the relationship between central and local government is important to meet the aspirations of New Zealanders.

The thrust of the local government reforms that are being considered by the Government recognises that no 'one-size fits all'. The Government understands that local representation matters. People want good value and quality services. Collaboration and building relationships can help deliver shared services. These services can be delivered by joint ventures, council controlled organisations, and driven by local communities and leaders.

Changes proposed to legislation includes providing for more proactive collaboration and giving the Local Government Commission more opportunity to assist councils.

Dame Margaret Bazley said it was important for small towns to survive. The Canterbury Mayoral Forum's Regional Economic Development Strategy was looking at initiatives to support migrants and their families, education of the workforce and value-added industries. The Forum was now at the stage of looking at bigger projects and it would be useful to have some seed funding.

Mayor Lianne Dalziel explained that the South Island should be a counter-balance to Auckland, which would benefit the whole country. The South Island needs to be investment-ready with hotel packages and market investment opportunities. Small districts do not have the ratepayer base to fund infrastructure for tourist visitors. She was pleased that the Government is looking at the issue of freedom camping.

The importance of making visitors welcome was stressed. With the increase in flights from China, signage and the provision of good facilities is very important and needs to be addressed urgently.

Mayor Angus McKay provided the example of successful collaboration when four districts south of the Rakaia Rivers worked together to get a good price for a roading contract. He also raised the issue of road funding collected in rural New Zealand, there are many scenic roads in Canterbury that are not being used by tour operators due to the condition of these roads. If more funding was available these roads could be improved.

Mayor Craig Rowley explained that there is a lot of potential in Canterbury for value-added production. Irrigation is the enabler for production of high-value crops. Any support from central government for agricultural infrastructure would keep people working in the region. This would benefit the country. It is important to look at the long-term picture.

Other comments provided to the Minister included:

- The benefits of retraining Christchurch re-build workers in order to keep them in the region.
- Providing support for families of migrant workers so they integrate into their new communities.
- Enable the children of migrants to have access to education and health care.
- A multi-modal approach is needed for freight transport. The Government Policy Statement (GPS) contains funding for roading, but local government has little influence on coastal shipping and rail.
- Consider a trial for immigration visas for entrepreneurs, some very interesting, talented people have come to Christchurch since the earthquakes.

The Minister thanked the Forum for the discussion.

The meeting adjourned between 10.30 and 11.00am

9. THE CASE FOR CANTERBURY/USAGE, ATTITUDE AND IMAGE SURVEY

This item was deferred to a later meeting.

10. CONVERSATION WITH THE LOCAL GOVERNMENT COMMISSION ON LOCAL GOVERNMENT COLLABORATION IN CANTERBURY

Janie Annear, Commissioner; Sandra Preston, Chief Executive; and Carolyn Read from the Local Government Commission were welcomed to the meeting.

Janie Annear described the new approach that the Commission is working towards in its relationship with local government. The Commission is working with the Government on the review of the legislation that will give the Commission flexibility to work with local government in a more collaborative way.

Sandra Preston provided the example of the new approach in the work the Commission is currently doing in the Wellington region. The approach is a partnership with the Commission providing the lead.

Dame Margaret Bazley explained that the Canterbury Mayoral Forum has been working on shared services and as much as possible has been done on a small budget. Funding would be needed to move to the next step that will broaden the coverage.

Janie Annear recommended developing a template with criteria for projects, Southland Regional Council have developed a good example.

Responding to the matter of funding Ms Preston explained that the Commission is still operating under the current legislation. This means that funding is currently allocated to applications for reorganisations. However the Commission will be able to work with the Forum when it is Canterbury's turn. It is expected that the new legislation will give the Commission more discretion, the opportunity to consult earlier, and support a higher level of engagement.

The importance of being ready to work with the Commission to obtain funding was noted.

Mayor Damon Odey left the meeting at 11.34 am

Dame Margaret Bazley thanked the Commission for meeting with the Forum and invited them to return.

Janie Annear said that she liked how the Forum were thinking and reminded them that the Commission is here to help, not to tell local government what to do.

11. GENERAL BUSINESS

Members were requested to look closely at the Government's budget due to be delivered on 26 May. If funding for tourism infrastructure is not included, the Forum will need to urgently contact the Government.

With the expected increase in visitors from China, it is important to welcome our visitors and be prepared. The need for adequate public toilets and other facilities is now urgent.

The visitor information prepared by Hurunui Tourism for Hanmer Springs is a good example and will be shared with the Forum. Members were invited to share any other information.

Mayor David Ayers advised that as part of a trip to China he will be visiting a polytech. He asked members to let him know of any educational outcomes they have experienced with their links to China.

NEXT MEETINGS:

Thursday 23 June:

- 3.00 to 5.00pm workshop with CREDS Reference Group at Selwyn District Council
- 6:00 to 9:00 pm, working dinner at the Commodore

Friday 24 June meeting of the Mayoral Forum, 9:00 am to 12:00 noon at the Environment Canterbury offices, 200 Tuam Street, Christchurch

The meeting closed at 11.54 am.

Action Points Canterbury Mayoral Forum

As at 24 June 2016 Completed actions are addended.

Forum Date	Subject	Actioned by	Deadline	Status
29 April 2016	Paper to the next meeting of the Mayoral Forum on the Canterbury Economic Development Company	Bede Carran / Secretariat	24 June 2016	In progress – further discussion at CEF required
29 April 2016	Members to share any educational outcomes they have experienced with their links to China with Mayor David Ayers, to inform his visit to a polytech in China	Members	20 May 2016	In progress
26 Feb 2016	Template to assist councils to identify and pre-consent suitable sites in their area for hotel developments	Chief Executives / Secretariat	Ongoing - update CEF 30 May 2016	In progress– discussed at Visitor Strategy Workshop – 23 June
26 Feb 2016	Continue to identify priorities and actions for the Visitor Strategy	Winston Gray / Chair / Secretariat	Ongoing	In progress – discussed at Visitor Strategy Workshop – 23 June
26 Feb 2016	Continue to investigate opportunities for special economic zones	Chair / Secretariat	Ongoing	In progress
26 Feb 2016	Look at issues around regulation of freedom camping with a view to lobbying central government for change	Policy Forum	Ongoing	In progress– discussed at Visitor Strategy Workshop – 23 June
26 Feb 2016	Create a map of all free Wi-Fi spots in Canterbury	Canterbury Maps	24 June 2016	In progress
4 Dec 2015	Meet with KiwiRail to advocate for continuing and expanding South Island tourist rail services	Chair / Winston Gray	26 Feb 2016	Discussions have occurred with C&CT. Meeting with KiwiRail scheduled for 30 June
4 Dec 2015	Align CMF work on 'the case for Canterbury' with CDC's review of the CEDS and convergence of economic development, tourism and event functions	Jim Palmer	Ongoing	In progress
4 Dec 2015	Work with CDC to co-ordinate 'baskets' of opportunities for capital investment in Canterbury and the South Island	Dame Margaret	Ongoing	In progress

Completed actions

Forum Date	Subject	Actioned by	Deadline	Status
29 April 2016	Circulate statistics on migrant numbers in Canterbury	Angus McKay	30 May 2016	Complete
29 April 2016	Add to Clause 7 of the Agreement (Local Government Structure) the word community interest	Secretariat	30 June 2016	Complete
29 April 2016	Visitor information prepared by Hurunui Tourism for Hanmer Springs will be shared with the Forum. Members were invited to share any other information	Winton Dalley / Secretariat	30 May 2016	Complete
29 April 2016	Invite Justin Watson to June Mayoral Forum (Case for Canterbury)	Secretariat	24 June 2016	Complete
26 Feb 2016	CEs to bring comments from their councils on the proposed UAI survey to the next CE forum	Jim Palmer	4 April 2016	Completed. Justin Watson (CIAL) is presenting to Mayors in June

Item 4

Date: 24 June 2016

Presented Jim Palmer, Chair, Chief Executives Forum

by:

Chief Executives Forum report

Purpose

1 This paper reports on the work of the Chief Executives Forum and Canterbury Policy Forum, and updates the three-year work programme.

Recommendations

That the Canterbury Mayoral Forum:

1 **receives** the report

Chief Executives Forum

2 The Forum met on 30 May 2016. Key items from the agenda are outlined below.

Approval of the Regional Approach to Managing Natural Hazard Risk

- 3 The Forum approved the Regional Approach to Managing Natural Hazard Risk and the associated work programme.
- 4 The approach was developed collaboratively by the Canterbury Risk Reduction Forum with membership from each of the Canterbury Councils and the Canterbury Civil Defence Emergency Management Group. Membership of the Forum included planners, emergency management officers, natural hazard scientists and strategy staff.
- The approach has identified four key focus areas including: roles and responsibilities, collaboration and co-ordination, regional research, and communication and engagement. An initial one-year work programme has been developed with some quick wins such as improved accessibility to hazard information and creating a toolbox of existing communication techniques. This forms the base for a longer term programme aimed at establishing a stronger and more consistent voice when addressing hazard risk issues at a national, regional or local level.

Further local government collaboration

6 CE's prioritised a list of collaborative opportunities for Mayors' agreement (refer to Item 8, *Local Government Collaboration*) and undertook to consider sponsoring the projects and providing leadership and direction over the next three year term. Further discussion will occur at the next CE Forum on 29 August 2016.

- 7 In addition, CE's agreed to accept Christchurch City Council's offer to broaden its strategic assessment of 3 Waters and Transport infrastructure to work with other Canterbury councils to identify opportunities for collaboration on a regional or subregional basis.
- 8 CE's noted that the Canterbury region has had lengthy and successful experience collaborating and that Ministers and communities need to be more regularly informed of these achievements. To this end, the Secretariat has prepared an overview (Item 9 Canterbury Mayoral Forum Collaborative Achievements) outlining regional collaborative achievements, which can be shared with incoming Mayors, communities, central government and Ministers.

Three year work programme

- 9 CE's agreed that the current three year work programme should be redrafted by taking out completed items, separating CREDS initiatives and completed initiatives, and creating a 'to do' list that can be amended efficiently.
- 10 A re-drafted programme is being developed by the Secretariat for discussion at the next CE forum (29 August).
- 11 Completed initiatives are documented to ensure they are not 'lost'.

Briefing to Incoming Mayors

- 12 CEs discussed the general accessibility of agendas and minutes in the context of proactively releasing information. They requested that proactive release of information, including reporting back to council staff by Mayors, should be added to the Mayoral Forum Charter of Purpose. These additions are highlighted in Item 10, *Draft Briefing to Incoming Mayors*, for Mayors' agreement.
- 13 CEs advised that CREDS progress, work programme and CWMS should be added to the agenda for the first meeting of the incoming Mayoral Forum on 29 November, 2016.

Visitor Strategy – Hotel investment, freedom camping, tourism infrastructure

- 14 Potential hotel development sites across the region will be collated into a package for a development pathway, including for example, zoning and consents (led by Mackenzie District Council CE). Next steps will be an information gathering exercise with CCT throughout the region, including visitor numbers and visitor spend.
- 15 Mackenzie and Kaikoura District Council CEs will coordinate a meeting with CDC, CCT and Christchurch Development Ltd to discuss what information is required to further the hotel development/investment initiative.
- 16 An action plan has been drafted by the Freedom Camping Working Group with plans for actions to be underway before the next CE Forum on 29 August 2016.
- 17 Given the large number of toilet facilities councils identified for consideration as part of the Government's tourist infrastructure package to deal with the influx of tourists, the CEs agreed to prioritise several iconic sites with high visitor numbers, and write to the

government to request funding to address the issue. Funding for temporary solutions and signage would also form part of this request.

CREDS Economic Indicators Report

- 18 CEs received the Economic Indicators Report, developed by Canterbury Development Corporation, and agreed to continue to purchase the report for 2016-17 from the Secretariat budget supporting CREDS. Key indicators included:
 - growth across Canterbury is solid with light growth across the region
 - unemployment figures remain low at between 3.0–3.8%
 - individual TA growth has declined
 - an increase in visitor spending over the last year.
- 19 The report will be presented to the Canterbury Mayoral Forum's workshop with the CREDS reference group on Thursday 23 June. The Secretariat and CDC will continue to develop the report to incorporate further measures for CREDS workstreams in future.

Canterbury Policy Forum

- 20 Bill Bayfield reported to the Chief Executives Forum on the work of the Policy Forum, which met on 6 May 2016. Key items were:
 - a presentation on the Government's Business Growth Agenda (BGA) from Iain Southall (Manager, Strategic Policy Integration, Economic Strategy) and Siobhan Routledge (Policy Director, Sector Policy) from the Ministry of Business, Innovation and Employment. A discussion followed about how Canterbury region activities and the CREDS can align with the BGA. There is an opportunity to review the CREDS against the BGA for any gaps or alignments.
 - an update on actions in progress under the Canterbury Regional Economic Development Strategy
 - consideration of the draft report from McGredy Winder on further collaborative opportunities, and a set of draft criteria for assessing areas of potential collaboration
 - further discussion around areas where collaboration could be progressed
 - the Canterbury Policy Forum included updates on
 - Canterbury responses to central government initiatives (Resource Legislation and Amendment Bill, and proposed changes to Freshwater Management)
 - establishment of a region-wide network group for OIA and LGOIMA procedures
 - Regional Land Transport Plan (RLTP) refresh and guidance from NZTA on the approach for the next RLTP review
 - Canterbury Planning Managers Group decision to peer review three reports on regulatory barriers to the CREDS prior to a combined report being prepared.

Other matters

The following reports and updates were received by CEs:

 Canterbury Regional Stormwater Forum will meet in August/Sept – and a progress report will be available to the incoming CMF in November

- CREDS Reference group meeting Mayors will be invited to speak on their work streams, including how Budget 2016 will impact on each.
- progress on the Valuation and Rating Services Report was distributed, and a report will be available at the CE Forum in August
- CEs were informed that a governance model for public transport is in place in the form of the Canterbury Public Transport Joint Committee.
- the health and safety virtual team will present at next CE Forum.

Item 5

Date: 24 June 2016

Presented by: David Caygill, Environment Canterbury

Canterbury Water Management Strategy update

Purpose

This paper updates the Canterbury Mayoral Forum on the CWMS.

Recommendations

That the Canterbury Mayoral Forum:

- Approve Mayor McKay, Mayor Dalley and Commissioner Caygill as members of the Selection Working Group for the community members of the CWMS Regional Committee.
- 2 **Note** the progress report on the CWMS.

Progress report

CWMS Zone and Regional Committees.

- 3 All annual reports for 2015 year have been presented to Councils, rūnanga and Te Rūnanga o Ngāi Tahu.
- There will be a refresh of the community members of the Regional Committee in August. Environment Canterbury are currently seeking expressions of interest for community members for the CWMS Regional Committee. Expressions are due by the 5 July. The terms of reference require the community members are selected by a Working Party of the Mayoral Forum including a representative of Ngāi Tahu. I recommend that the selection working group be Mayor McKay, Mayor Dalley and Commissioner Caygill, with a representative from Ngāi Tahu.

Infrastructure

Ministry of Primary Industries

On 18 May the Minister for Primary Industries announced that grant funding support for regional scale irrigation schemes in development will now be provided by Crown Irrigation Investments Ltd instead of through the Irrigation Acceleration Fund run by Ministry for Primary Industries. This shift will apply to most Canterbury irrigation applications. Environment Canterbury will meet with Crown Irrigation to minimise any disruption to our work.

Hurunui-Waiau

The Hurunui Water Project (HWP) has been granted an additional \$520,000 through the Irrigation Acceleration Fund (IAF). HWP is now carrying out an 'Initial Steps Programme'

- to refine project layout and re-engage with landowners and shareholders. A successful outcome of this work will enable access to \$3.3M in a reserved IAF grant which requires local matching funds to support a full Stage 1 feasibility work programme.
- 7 The Zone Committee continues to encourage the three major entities with an interest in irrigation: HWP, Amuri Irrigation Co. and Ngāi Tahu Farming, to develop a combined infrastructure concept.

Waimakariri

8 Waimakariri Irrigation Ltd are awaiting the outcome of an Environment Court appeal on their resource consent before they can proceed with their scheme storage concept. A second large scale water storage proposal for the Waimakariri zone is on hold until the Waimakariri Irrigation Ltd hearing process is concluded.

Selwyn Waihora

9 Central Plains Water (CPW) Stage 1 construction is complete. Planning for Stage 2+ and the Sheffield scheme are underway with a capital call closing on 13 June 2016. CPW has been granted a nutrient discharge consent consistent with the new Selwyn Waihora plan requirements.

Ashburton

- 10 The Rangitata Diversion Race is progressing a proposal to store water beside its main race near the Rangitata River, with consent lodgement imminent. The consent application will seek a storage volume capable of supplying water into South Canterbury.
- 11 Barrhill Chertsey and Rangitata Diversion Race have both appealed the Hinds Plan Change 2 (Land and Water Regional Plan) decision, along with Federated Farmers. Meetings will be held shortly to explore the possibility of resolving these appeals by agreement.
- 12 The Managed Aquifer Recharge pilot in the Hinds area was opened on 3 June and is now operational. The project has received funding from the IAF (\$312,000), Environment Canterbury, and local irrigation/community interests. The first phase of the project is funded for one year, with a resource consent that allows an additional four years of investigations if required and funded.

South Canterbury

- 13 The Rangitata South Irrigation Scheme is continuing with sealing of storage and distribution. Waihao Downs Irrigation is operational.
- 14 Environment Canterbury, the CWMS Regional Committee and the three south Canterbury zone committees continue to advance an integrated 'southern Infrastructure' approach. An IAF water resource modelling study and supporting demand study will be completed by July 2016. The work also includes mid Canterbury parties and will assess options such as bringing currently consented Rangitata Diversion Race water into south Canterbury. Potential improvements to Opuha scheme infrastructure and practices are being considered for the 'in-zone' scenario.
- 15 The work in South Canterbury will by July have advanced to a stage where various integrated infrastructure concepts bringing water from the south, north and/or west can be assessed for their ability to deliver on all CWMS targets. The work will dovetail into the process of setting environmental limits of the Orari-Temuka-Opihi-Pareora Zone.

- The next step is to determine the mandate, entities and processes for advancing discussions and determining what infrastructure is best for South Canterbury as a whole.
- 16 A recent capital call by Hunter Downs had sufficient uptake to progress to the next stage of investigations. The governance and management of Hunter Downs Irrigation has recently changed, and work is now concentrating on the final form of the scheme and options for delivering Wainono Lagoon augmentation.

Regional planning

- 17 The Canterbury Regional Policy Statement has strong references to the CWMS and provides ongoing statutory support for the vision and principles of the CWMS. The Land and Water Regional Plan (LWRP) is now operative and sets outcomes and limits for water quality for urban and rural water bodies. These outcomes and limits can be adjusted at the local level as sub-regional chapters are added.
- 18 A change to the LWRP which revises the regional-level approach to farm nutrient management, and incorporates nutrient discharges based on the industry-agreed Good Management Practices, was notified on 13 February 2016. Hearings are scheduled for the last quarter of 2016.
- 19 Work continues on developing local solution packages with the zone committees and then reflecting the solutions in sub-regional chapters. The table below outlines the current status of all sub-regional processes.

Zone	Progress	Next steps
Selwyn Waihora	Plan operative on 1 February 2016	
Ashburton	Three High Court appeals received on the Hinds plan	Operative date depends on resolution of appeals
Lower Waitaki- South Coastal Canterbury	Hearings on a change to the Waitaki Catchment Water Allocation Plan are complete	Hearing decisions to be notified on 25 June 2016
	Hearings completed in May	Decisions due in September 2016
Banks Peninsula	Hearings for the Wairewa catchment began on 19 April	Decisions due in August 2016
Waitaki catchment (Upper and Lower Waitaki Zones)	Proposed plan change for the Waitaki catchment notified on 13 Feb 2106	Hearings scheduled for the last quarter of 2016
Opihi-Temuka- Orari- Pareora	Science programme underway	Community consultation ongoing and steps up in 2016, leading to notification in 2017/18
Waimakariri	Science programme underway;	Community consultation ongoing and steps up in 2016, leading to notification in 2017/18
Hurunui Waiau	Hurunui and Waiau catchments have a separate operative plan.	Remainder of the zone and a review of the Hurunui Waiau plan due in 2018/19

On-the-ground action: ZIP delivery

20 Up to the 15 June 2016, \$5.5 million has been approved for 301 projects under the CWMS Immediate Steps Biodiversity programme. In addition, \$800,000 has been spent on regional projects concentrating on the Rakaia/Rangitata headwaters, Wainono Lagoon and fish passage. Restoration and stormwater improvement work

- continues in urban streams: Lyell Creek (Kaikoura), Riccarton Stream, Addington Brook and Cashmere streams.
- 21 Irrigation New Zealand's Primary Growth Partnership for SMART Irrigation did not receive the matched industry funding, and the \$5 million grant from government is not proceeding.

Item 7

Date: 24 June 2016
Presented by: Bill Bayfield

Planting Canterbury website

Purpose

To display and discuss the Planting Canterbury website. The website will, over time, show the magnitude of planting and the commitment landowners and communities have made to invest in planting across Canterbury.

Recommendations

That the Canterbury Mayoral Forum:

- 1. **note** the content and design of the website that is ready to 'go-live'
- 2. **agree** to help promote the site and provide data from their districts

Background

- The Planting Canterbury website was requested by the Mayoral Forum in December 2014, with a reduced scope requested in February 2015 due to timing and resourcing constraints. Environment Canterbury has developed the website, with the agreement by the Mayoral Forum that districts resource their own data collation and help to encourage groups and individuals to use the website to record their projects.
- 2. The website, at this stage, does not contain a mobile capture application, or record specifics such as plant survival and loss rates, species planted, or fencing and weed control projects. However, users can put this information into the overall project description box. A list of possible future enhancements is being collated for consideration once the site has been in use for some time, and once the ways people use the various different available sites (some listed below) is clear.
- 3. A variety of other websites exist to record these sorts of details, including Trees for Survival, Naturewatch, Plant Conservation Network. There is no intention to replace or undermine existing local or regional programmes that record or recognise and reward revegetation projects; the Planting Canterbury website aims to record a very Canterbury-specific collection of projects and to help show the amount of trees planted over time.

What the website looks like

- 4. Screen-shots and/or a visual tour of the website will be provided at the meeting. The website includes:
 - **Home page** (Welcomes viewers, shows a regional map with projects, lists newest projects, and shows links to all sections of the website.)
 - **Projects page** (Shows a gallery of projects, added to over time)
 - Regional map (users can click on a symbol to go straight to project details and photos)
 - Resources and tools (links to other sites and resources)
 - News (planting-related news items; some likely to come from other parts of Environment Canterbury website, with all districts to share and add news items).
 - Register and sign-in pages

The website can be accessed here: http://test.plantingcanterbury.org.nz

Item 8

Date: 24 June 2016

Presented by: Jim Palmer, Chair

Further local government collaboration

Purpose

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

Recommendations

That the Canterbury Mayoral Forum:

- 1. **note** the set of criteria for analysing and prioritising collaborative initiatives in the Canterbury region
- 2. **agree** to the following list of collaborative opportunities being pursued in the 2016-2019 term:

Major initiatives

- continuing implementation of CREDS (including the Canterbury Water Management Strategy (CWMS))
- assessing merits of integrating water and wastewater delivery, and stormwater, and resourcing implications
- assessing merits of integrating roading and/or transport delivery and resourcing implications
- ongoing joint policy submissions

Minor to mid-sized initiatives

- integration of engineering services and common standards
- further development of GIS/Canterbury Maps
- rating and valuation services
- rural fire amalgamation (including implications and resourcing)
- health and safety collaboration (at an operational level)
- building control and regulatory co-ordination
- benchmarking and performance improvement.
- 3. **note** that the priorities will be reviewed following the 2016 local body elections and, at least, annually thereafter.
- 4. **agree** that a list of collaborative achievements over the last three years be prepared for circulation to the community, local government, central government and incoming Mayors.

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).
- 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
 - o 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.
- The Chief Executive Forum reviewed the criteria and prioritisation and agreed with the majority of the Policy Forum recommendations. The revised list contained within this report reflects the deliberations of the Chief Executive Forum.

Summary of suggestions in McGredy Winder report

- 7. 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.
- 8. The Policy Forum also identified several other areas for collaboration, including:
 - benchmarking and performance improvement
 - ongoing joint policy submissions
 - GIS.
- 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.
- 10. 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

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

Major initiatives

- continuing implementation of CREDS (including the Canterbury Water Management Strategy (CWMS))
- assessing merits of integrating water and wastewater delivery, and stormwater, and resourcing implications
- assessing merits of integrating roading and/or transport delivery and resourcing implications
- ongoing joint policy submissions

Minor to mid-sized initiatives

- integration of engineering services and common standards
- further development of GIS/Canterbury Maps
- rating and valuation services
- rural fire amalgamation (including implications and resourcing)
- health and safety collaboration (at an operational level)
- building control and regulatory co-ordination
- benchmarking and performance improvement.
- 12. The priorities should be reviewed and confirmed by the Canterbury Mayoral Forum following the October 2016 local body elections and be subject to regular review; at least annually.

Achievements

13. Through the 2013-2016 term there have been a number of successes in terms of collaboration across Canterbury. It is sometimes easy for these collective efforts to be overlooked. The Chief Executive Forum propose that we summarise the collaborative achievements and that these be made available to the incoming Mayoral Forum and be shared with the Local Government Commission and central government.

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 in	npact		moderate	e impact		significan	t impact
1	2	3	4	5	6	7	8

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

signific	ant investment		moderate	e investment		minor investme	ent
1	2	3	4	5	6	7	8

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

no direct conr	nection to a wor	k stream	some con	nection	supp	oorts a work str	eam
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 in	nprovement		moderat	e improvement		significant improven		
1	2	3	4	5	6	7	8	

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

minor in	nprovement		moderat	e improvement		significant imp	rovement
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	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

Item 9

Date: 24 June 2016
Presented by: Jim Palmer

Canterbury Mayoral Forum - Collaborative Achievements

Purpose

1. This paper introduces Item 9.1 *Canterbury's Collaborative Achievements* (draft) which provides an overview of achievements over the last three years.

Recommendations

That the Canterbury Mayoral Forum:

- 1. **notes** the achievements of Canterbury Councils and its associated forums
- 2. **agrees** that *Canterbury's Collaborative Achievements*, once finalised, will be distributed to interested parties and is presented to the incoming Canterbury Mayoral Forum.

Background

- 3. The need to demonstrate to the community, central government and incoming Mayors the success and achievements of the Canterbury councils, including the work of the Mayoral Forum was raised at the Chief Executives Forum on 30 May 2016. It was felt we didn't necessarily celebrate those successes, or shared the extent of collaboration widely enough, and that there would be value in having a document available for interested parties, including Central Government and the Local Government commission.
- 4. Attendees were of the view that a range of audiences (from central government to the regions' communities) need to be more regularly informed on the initiatives in the work programme already underway or completed. The outcome being to demonstrate that the region is already focussed on the delivery of services in a collaborative way.
- 5. To that end, it was agreed that the Secretariat prepare a report outlining regional collaborative achievements and initiatives, including future plans, within Canterbury.

Development and use

- 6. Canterbury's Collaborative Achievements was compiled using a range of sources, in particular, the Mayoral Forum three year work programme. It can be tailored for a range of audiences.
- 7. The version attached has been tailored for the current Forum, to highlight its achievements over the last three years, and to demonstrate to incoming Mayors the value and success of the Forum, and to encourage continued commitment to its work.

Action required

8. Feedback from Forum members on *Canterbury's Collaborative Achievements* is welcomed.

Next steps

9. Having considered any Mayoral Forum feedback the Secretariat will circulate an updated version to Chief Executives for their review at the 29 August CE Forum, and then for wider distribution and presentation to the new term Canterbury Mayoral Forum in November 2016.

Canterbury Mayoral Forum – Collaborative Achievements

Canterbury is emerging as a force for cohesive and collaborative leadership, engaged in innovative and progressive planning to ensure the whole region achieves the best possible results. This has occurred through the Mayors and Chief Executives of the 11 local authorities in Canterbury speaking with one strong voice.

Canterbury Regional Economic Development Strategy

The Canterbury Mayoral Forum clearly defined its work in the innovative Canterbury Regional Economic Development Strategy (CREDS) in August 2015, a detailed action plan of seven interdependent work programmes, each with a lead Mayor. This year, companion strategies have been prepared for two of them - the Canterbury Digital Strategy 2016 and the Canterbury Visitor Strategy 2016. These three documents are the result of Mayors' ongoing work supported by a small but expanding secretariat.

Digital Connectedness

CREDS articulates the Forum's priorities and has already produced tangible results, the most notable being securing \$14m in private sector investment in an accelerated roll out of 4G mobile broadband across the region by December 2016.

Tourism

The Forum is aware of the importance of international tourism, which was significantly impacted following the earthquakes. It has worked with tourism organisations and the Consul General of the People's Republic of China to share information and ideas and encourage councils to 'get ready for China.' This preparation will enable all to capitalise on direct flights from Guangzhou to Christchurch.

Transport

The Forum sees integrated transport planning as critical to the development of the region, and has formed a steering group with all leading stakeholders who have agreed to share data and analysis to better inform and co-ordinate transport planning and investment in the future.

Education

A steering group of tertiary education institutions is now working to recover and increase the number of domestic and international students in Canterbury. This group is intent on developing an 'educational blueprint', and is currently exploring options to develop new and modified courses in agricultural engineering and water management.

Newcomers and migrants

Retention of newcomer and migrant skills in the region is vital for economic success, and councils now share the information and resources they provide to newcomers. The Forum advocates to Ministers and central government agencies about how best to support migrant workers, particularly those in rural Canterbury.

Value Added

Mayors are engaging with Central Government to help ensure the success of irrigation schemes in Canterbury and are advocating for Crown Irrigation Investments Limited (CIIL) funding to be used to invest in dry shares (i.e. to fund the difference between an optimal scheme and the share which existing land owners can fund). This work is ongoing.

Canterbury Water Management Strategy

Work on freshwater management and irrigation infrastructure is furthering the Canterbury Water Management Strategy which the Forum signed off for implementation in November 2009. Forum partners are endorsing ongoing work programmes, including the establishment of environmental limits, identifying cost effective storm water systems and ensuring consistent storm water management planning occurs.

Operating in partnership across the Region

As well as the actions listed there have been many other stand out collaborative achievements where councils have operated in partnership. They include:

Co-ordinated submissions

When new national policy statements and national environmental standards were Announced, the aim was to have one strong 'Canterbury' voice.

Submissions were made on:

- 2014 Local Government Amendment Act 2002
- Proposed changes to the National Policy Statement on Fresh Water Management
- Resource Legislation Amendment Bill

Forum partners are now working through the consultation documents on the proposed changes to the Local Government Act 2001 Amendment Bill (No 3) and the National policy Statement on Urban Development. The partners are also working jointly on Next Steps for Fresh Water, the NES for Plantation Forestry, NESs for Contaminants in Soil and Air Quality and the NPS for Acquaculture.

- Storm water management. In April 2014 a mandate was agreed to organise storm water management region-wide and to oversee technical working groups. Work continues towards achieving region-wide consistency on storm water management.
- Population project. A region-wide demographic analysis was completed in association with Statistics NZ and MSD, and a web presence created, on population and migration dynamics (inter and intra-regional) and used to inform infrastructure strategies and Long Term Plans.
- <u>Consistency on asset management.</u> 2014 saw the establishment of a sub-group to develop consistency around asset management, infrastructure strategies and 2015-2025 LTPs. There is strong support for consistent systems among the region's councils and potential for a centralised database and opportunities to share information and knowledge.
- Common approach to Significance and Engagement Policies. All participating councils agreed in April 2014 on the worth of a common approach to Significance and Engagement Policies. The draft policies were created following a number of workshops that saw the office of the Auditor General attend and provide advice following the 2014 LGA amendments.
- <u>Long-term regional indicators.</u> Agreement was reached to create set of long-term regional indicators in association with Statistics NZ and MBIE, which resulted in a set of regional indicators being reported by the Canterbury Development Corporation.
- Managing natural hazard risk. The partners agreed to develop a regional approach to managing natural hazard risk in Canterbury, working with the TLA planners and emergency management officers' forum. The final report was presented in May 2016 and also looked at the monitoring of natural hazards and management reform, (including climate change impacts, mitigation and adaptation) and possible emergence of an NPS.
- Collaboration with Heritage NZ. The region collaborated with a view to promoting the Heritage NZ Act and the availability of advice. It made a joint submission to the Heritage New Zealand Pouhere Taonga on its draft Statutory Policies. Together with Heritage NZ developed a symposium in October 2015.

<u>Freedom Camping.</u> In order to develop a region wide consistent approach and to identify common issues, the Forum established a working group and is developing an action plan.

- Rural fire district proposals. In late 2014 it was agreed that shared service and enlarged rural fire district proposals be included in 2015-2025 LTPs. This related to the Christchurch City and Selwyn, Waimakariri and Hurunui District Councils. The four Councils have placed the matter on hold pending the New Zealand Fire Service's intention to combine urban and rural fire services.
- <u>Contaminated land trial.</u> From January 2015-January 2016 a trial was held on contaminated land technical support to councils to ensure information was consistent across the region. This was extended for a further year.
- <u>Hotel development register.</u> The development of a hotel development site information register in association with CREDS visitor strategy work stream, is currently being undertaken.
- Rating and valuation services review. Ernst Young (EY) was engaged by the Canterbury
 Councils to evaluate opportunities for the Canterbury Councils to work more collaboratively
 on rating and valuation processes. A project working party has been formed to work with
 EY through a three-phase project process.
- Joint waste initiatives and shared landfill. The region collaborates through the Canterbury Waste Joint Committee, set up to identify and promote solid and hazardous waste minimisation. Recent projects funded by the committee include the Love Food Hate Waste campaign and rural waste minimisation. The Kate Valley Landfill, in Hurunui, is a joint venture by a number of the Canterbury Councils and Canterbury Waste Services. The landfill is built to international best practice standards and will provide landfilling space for years to come.
- Civil defence including lifelines. A regional emergency fuel supply plan has been developed. Work has begun alongside the University of Canterbury to enhance connectivity of lifeline utility organisations to improve critical infrastructure resilience. Work has also commenced on an initiative to provide a pool of trained Emergency Management Officers to provide additional support for any district Emergency Operations Centre facing a crisis event. Emergency management training along with exercises to enhance and refine skills has been undertaken. Regional priorities for commissioning natural hazard research projects have been agreed.

Sub-regional initiatives

- GC Urban Development Strategy
- MOUs on roading collaboration in north and south Canterbury
- Share IT infrastructure support for Kaikoura and MacKenzie
- Shared code of engineering practice
- Contaminated land in Greater Chch
- Virtual health and safety team

All these examples, and further smaller initiatives, have helped propel the Canterbury Mayoral Forum to the forefront as an example of leading local government governance. The expanding scope and scale of issues under discussion is testimony to the goodwill of the partners and their belief in the merits of the Forum.

The Canterbury Regional Economic Development Strategy, combined with the initiatives listed, is of itself, a remarkable accomplishment. The work of the Canterbury Mayoral Forum represents a huge commitment to regional leadership.

Item 10

Date: 24 June 2016
Presented by: Jim Palmer

Draft Briefing to Incoming Mayors

Purpose

- 1. This paper discusses the draft Briefing to Incoming Mayors, as well as the draft Canterbury Local Authorities Triennial Agreement (2016-2019) and draft Canterbury Mayoral Forum Charter of Purpose (2016-2019.
- 2. It is intended to present these documents to incoming Mayors at the meeting of the Canterbury Mayoral Forum on 25 November 2016.

Recommendations

That the Canterbury Mayoral Forum:

- 1. **provides** feedback on the draft Briefing to Incoming Mayors
- notes that the Briefing will be presented at the Mayoral Forum meeting on 25 November and that it will be subject to ongoing editing and proofing, and an updated version of the Briefing will be provided to the Chief Executives Forum on 29 August 2016
- 3. **agrees** that the draft Canterbury Local Authorities Triennial Agreement (2016-2019) and draft Canterbury Mayoral Forum Charter of Purpose (2016-2019) be presented to the new term of the Canterbury Mayoral Forum for its consideration.

Background

4. On 4 December 2015, the Canterbury Mayoral Forum agreed to develop a Briefing to Incoming Mayors following local government elections in October 2016.

Briefing to Incoming Mayors

- 5. The Briefing provides information about the purpose and operation of the Canterbury Mayoral, Chief Executives and Canterbury Policy Forums, and technical support groups, and their terms of reference.
- 6. It is intended to provide information about local government collaboration in Canterbury, in particular the Canterbury Regional Economic Development Strategy (CREDS). It will include any opportunities for further collaboration agreed by the Mayoral Forum on 24 June 2016.
- 7. The Briefing will include the current work programme, which will be further developed and updated by the Secretariat and Mayors prior to the Chief Executives Forum on 29 August 2016.

8. The Briefing also informs incoming Mayors on immediate decisions that need to be made at the Mayoral Forum on 25 November 2016, or shortly after. This includes, in particular, approval of the Triennial Agreement 2016–2019.

Draft Canterbury Local Authorities Triennial Agreement (2016-2019) and Draft Canterbury Mayoral Forum Charter of Purpose (2016-2019)

- 9. The Local Government Act requires Councils to develop and adopt a Triennial Agreement by 1 March following local government elections.
- 10. It is proposed that the current Triennial Agreement forms the basis for the 2016-2019 Agreement, along with Mayoral Forum Charter of Purpose (with minor amendments) and that they be presented to the incoming Mayoral Forum and Councils for consideration.
- 11. No substantive changes are proposed to the Triennial Agreement or Charter of Purpose. However, clarification has been provided about the release of information following Forum meetings, and there are some minor edits proposed as well.

Action required

12. Feedback from Forum members on the Briefing, draft Triennial Agreement and draft Charter of Purpose is welcomed.

Next steps

13. Having considered any Mayoral Forum feedback the Secretariat will circulate updated versions to Chief Executives for their review at the 29 August CE Forum.

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.