

Agenda

Chief Executives Forum

Date:	Monday 31 October 2016
Time:	9.00am–12.00pm
Venue:	Selwyn District Council Chamber, 2 Norman Kirk Drive, Rolleston
Attendees:	Jim Palmer (Chair, Waimakariri), Andrew Dalziel (Ashburton), David Ward (Selwyn), Michael Ross (Waitaki), Peter Nixon (Timaru), Angela Oosthuizen (Kaikōura), Bill Bayfield (Environment Canterbury), Hamish Dobbie (Hurunui), Dr Karleen Edwards (Christchurch), Wayne Barnett (Mackenzie), Carolyn Johns (Waimate)
In attendance:	Don Chittock (Environment Canterbury) Item 4c Secretariat: David Bromell, Anna Puentener, David Perenara-O'Connell, Bernadette Sanders (Minutes)
Apologies:	Bede Carran (Waimate)

<i>(approx.)</i>	Item	Person
9.00am	1. Welcome, attendance and apologies	Chair
	2. Confirmation of Agenda	
	3. Minutes from the previous meeting	Chair
	a. Confirmation of meeting Minutes, 29 August 2016	
	b. Action points	
	For decision/discussion	
9:15 am	4. Briefing to incoming Mayors/Chair	Chair
	a. Canterbury Mayoral Forum: Draft agenda, 25 November 2016	
	b. CWMS representation update (verbal)	Don Chittock
10:00am	5. Working together for Canterbury	Bill Bayfield
10:15am	Short break	
10:25am	6. Overview of regional forums and technical working groups	Bill Bayfield
10:45am	7. Technology Working Group: ToR and progress report	Hamish Dobbie
10:55am	8. Canterbury Drinking Water Reference Group	Bill Bayfield
11:05am	9. Case for change: Three Waters Regional Strategic Assessment	Hamish Dobbie
11:15am	10. Rating and Valuation Services: Project update	David Ward
11:25am	11. Regional Stormwater Forum update	Chair
11:35am	12. Regional forum meeting schedule 2017	Chair
11:40am	13. LGNZ Excellence Programme invoices (verbal)	Chair
	General business	
11:50am	14. Farewell to Peter Nixon	Chair
	15. Any items of general business	Chair
	16. Next meeting: Monday 30 January 2017 (TBC)	

Chief Executives Forum

Date: Monday 29 August 2016

Time: 9.00am

Venue: Selwyn District Council

Attendees: Jim Palmer (Chair, Waimakariri), Andrew Dalziel (Ashburton), Peter Nixon (Timaru), Wayne Barnett (Mackenzie), Peter Gudsell (Christchurch), Greg Bell (Selwyn), Angela Oosthuizen (Kaikōura), Bill Bayfield (Environment Canterbury), Neil Jorgenson (Waitaki), Hamish Dobbie (Hurunui), Bede Carran (Waimate, late arrival)

In attendance: Paul Deavoll (Spark NZ), Andrew Allan (CCL), Troy Meyer and Gareth Flindall (Revera) – Item 4
Teresa McCallum (Christchurch City Council) – Item 5

Secretariat: David Perenara-O’Connell, David Bromell, Anna Puentener, Bernadette Sanders (Minutes)

Apologies: David Ward (Selwyn), Dr Karleen Edwards (Christchurch), Michael Ross (Waitaki)

The meeting commenced at 9.00am.

1. Welcome, introductions and apologies

Jim Palmer welcomed attendees to today’s meeting. Introductions took place around the room and apologies were noted.

2. Confirmation of Agenda

The following topics were requested for discussion under General Business:

- LGNZ excellence programme: Andrew Dalziel
- Easter trading hours: Jim Palmer
- Havelock North water quality: Bill Bayfield.

Immediately following the Forum, Chief Executives will hold a discussion on the immediate future work programme for Chief Executives.

3. Minutes from the previous meeting

a. Confirmation of meeting Minutes

Jim Palmer moved that the Minutes from the meeting held 30 May 2016 be accepted as a true and accurate record.

b. Action points

An updated action schedule was distributed to attendees.

Stormwater Forum: Bill Bayfield advised that the Christchurch City Council (CCC), supported by Environment Canterbury (ECan), has placed its global stormwater consent on hold for six months while discussions take place around plan changes and their implications on stormwater quality. ECan will seek a declaration to progress this with both CCC and the Waimakariri District Council, and other councils who wish to be involved. Bill noted that discussions should be held at both Chief Executives and SWiM levels.

AP: Stormwater Forum update added to the agenda of the next Chief Executives Forum scheduled for 31 October 2016

4. Spark New Zealand – infrastructure as a service

Jim Palmer welcomed Paul Deavoll (Head of South Island, Spark NZ), Andrew Allan (Chief Executive, CCL), Troy Meyer (General Manager, Business Development, Revera) and Gareth Flindall (South Island Business Development Manager, Revera) to the meeting.

CCL and Revera are recent acquisitions by Spark, however, both remain separate organisations in terms of staff and customer base. CCL is involved in the development of bespoke and service-oriented cloud-based environments, while Revera's focus is on infrastructure of services and shared services. They are on the All of Government panel for Infrastructure as a Service.

Bede Carran joined the meeting at 9.15am.

Paul Deavoll noted the purpose of today being to discuss Spark's proposal to leverage off the work previously done with the Canterbury Mayoral Forum (CMF) with regards to the 4G roll-out across the region, by working with the region to consider shared infrastructure and opportunities. Paul noted that the 4G roll-out is progressing well, and looking to be complete by the end of the year.

Spark's proposal is to form a working group with the region's councils to work towards common outcomes and infrastructures, noting that all councils will already be on a technology journey, but at different stages. Taking a combined approach will enable councils to look at common platforms to encourage collaboration and efficiencies within and across councils. Paul noted that this is not a consultancy proposition, rather an opportunity for Spark to look at each council's technology roadmap and look for common ground and benefits over and above the All of Government service structure already available. It was also noted that overall, this is a long-term issue, however, there are certain to be some quick wins involved for councils, for example, cost-savings in terms of application licensing.

It was noted that discussions are already taking place with the Otago Regional Council and the Southland region; the Auckland Council is already on board.

A brief discussion then took place, with Chief Executives in agreement to the benefits in forming a working group with Spark, particularly noting the benefits in flexibility for a 24/7 service and fibre connections from remote locations across the region.

Jim thanked Paul, Andrew, Troy and Gareth for outlining the proposal for Chief Executive's consideration, noting that conversations have already taken place with some council IT and finance managers. Jim also reinforced the positive comments from CMF regarding the 4G roll-out and noted Chief Executives' appreciation to Spark's commitment to the region.

Paul Deavoll, Andrew Allan, Troy Meyer and Garth Lindall left the meeting at 9.36am.

5. Smart initiatives in Christchurch and beyond

Teresa McCullum presented 'Smart Cities', following the same being presented to the UDSIC.

The Smart Cities concept has been designed to leverage the next generation of technology to make 'a city' more enjoyable for people to live, work and play, inform decision-making, and make cities operate more efficiently, by joining different technologies and agencies to

enhance the quality, performance and interactivity of urban services, reduce costs and resource consumption, and improve contact between citizens and local and central government.

The Internet of Things was outlined and includes sensors and monitoring systems for, for example, pollution, water and car parking, to create a joined-up view with existing datasets and ways of working.

The Sensing Cities programme was outlined; LINZ and NEC are working with Auckland, Wellington and Christchurch City Councils to develop proof of concept projects, in a non-proprietary sense, whereby information gathered from sensors is pushed to the cloud for multi-use. The NEC KITE network, operational dashboard and work programme for the Smart Region were also outlined. Key risks include patch protection, data formats, public perception around privacy, negative 'big brother' media articles and proof of concept scope changes. Essentially, the message is that new technology is not required, only a more efficient way of sharing data and, to that end, Teresa is interested in future dialogue with councils to see how the region can work together.

Teresa McCullum was thanked, by Jim Palmer, for presenting to the Forum, and left the meeting at 10.09am.

Spark/CCL/Revera proposal

A discussion then took place regarding the proposal by Spark/CCL/Revera. It was noted that one other potential vendor in the space has been identified, and data/information is already available for purchase from Spark.

Overall Chief Executives were in agreement to the formation of a technology working group to liaise with Spark, however, it was noted that clarity is necessary regarding what the group will be asked to do on behalf of the Forum and that the purpose is to explore and identify potential benefits only at this stage. The working group will be requested to develop a Terms of Reference for approval by the CEF.

Bill Bayfield nominated Hamish Dobbie as Chief Executive sponsor of the working group, and council representatives will be confirmed to Hamish. Mackenzie and Kaikōura will be represented by Hurunui; Waitaki will initially be represented by Timaru. Miles McConway will represent Environment Canterbury.

Once all representatives are confirmed, Hamish will make contact to outline the purpose of the working group and establish tasks and Terms of Reference.

AP: All councils to confirm their representative to the technology working group to Hamish Dobbie by Friday 9 September 2016

AP: Once representatives are confirmed, Hamish Dobbie will make contact with the technology working group to outline the purpose of the group and establish tasks and Terms of Reference

Smart Cities

In terms of the Smart Cities presentation, it was noted that a watching brief on CCC developments will continue.

AP: Secretariat to circulate a copy of the Smart Cities presentation with these Minutes

A brief discussion on the current and future use of drones in the region's councils took place, with instances noted where drones have been used, for example, assisting with river engineering and flooding, and instances where this technology would be beneficial, for

example, identifying homes with heating issues. Issues relating to privacy concerns were voiced, along with a need for council protocols.

A discussion on the collection of data from around the region's sources then took place. The IT and Finance Managers Group was suggested as a starting point for technology discussions and, to that end, it was requested that that Group add to their Terms of Reference to become a warehouse of evolving technology that may have applications and opportunities for the region, to ensure councils do not lag behind other sectors using this data.

The Forum broke for morning tea at 10.30am and reconvened at 10.39am.

6. Briefing to incoming mayors

Jim Palmer spoke to the item and invited feedback on the attached information documents. The following amendments were noted.

Work programme

Work programme leads:

- Item 7: David Ward, with support from Bede Carran.
- Item 8: David Ward.
- Item 9: CEF as sponsor, via Bill Bayfield/ECan.
- Item 12: Jim Palmer/Waimakariri.
- Item 13: Bill Bayfield/ECan.
- Item 14: Wayne Barnett.
- Item 15: Hamish Dobbie, with support from Andrew Dalziel.
- Item 16: Diane Brandish (CCC), with support from Jim Palmer.

AP: Secretariat to arrange circulation of Engineering Managers Working Group Terms of Reference

Charter of Purpose

- 7(a): "A working group of Chief Executives..." is the Chief Executives Forum, and is why the draft CMF agenda is given prior approval by the CEF.
- 5(b) "... Deputy Mayor or chair": Noted should specifically state "Chair of Environment Canterbury" and will be discussed for clarity in next CMF agenda.

AP: Amended Charter of Purpose to be included in the next Canterbury Mayoral Forum Agenda

Resolved

The Chief Executives Forum:

1. Approved the draft Triennial Agreement and Mayor Forum Charter of Purpose for inclusion in the Briefing to Incoming Mayors
2. Discussed and developed the draft three-year work programme (2016–2019), allocating leadership of action items and clarifying objectives for these
3. Noted that work is ongoing on the covering briefing to incoming mayors and that this will be provided to the Chief Executives Forum for approval on 31 October 2016, prior to circulation for consideration by the incoming Mayoral Forum.

7. Review of regulatory barriers

Jim Palmer spoke to the item on behalf of Geoff Meadows (Waimakariri) and provided an overview of the Canterbury Policy Forum (CPF) request to the Canterbury Planning Managers Group (CPMG) for a regulatory barriers review to address unnecessary regulatory barriers and improve consistency. The report had been reviewed by Peter Winder.

Following the review, the CPMG has developed a list of key industry bodies to engage with, with a view to understanding their issues and concerns rather than simply identifying a series of plan changes in order to remove potential regulatory barriers.

Bill Bayfield thanked the Timaru, Waimate and Kaikōura District Councils for the work carried out on the three reports.

Resolved

The Chief Executives Forum:

1. noted the work of the Timaru, Waimate and Kaikōura District Councils in responding to the task assigned to the Canterbury Planning Managers Group (CPMG) on 25 September 2015
2. noted that reports on these issues from Timaru and Waimate were tabled at the Policy Forum on 29 January 2016, and that a report from Kaikōura District Council was made available at the Policy Forum on 18 March 2016
3. noted that the CPMG resolved, at their meeting on 8 April 2016, to have the three reports peer reviewed, and that the peer review report has been received and considered by the planning managers from Timaru, Waimate and Kaikōura
4. noted the inherent tension in the *Resource Management Act 1991* to balance consideration of development proposals with environmental protection and community aspirations in regional and district plans, and that “unnecessary regulatory barriers” to some are vital checks on unrestrained development to others
5. noted that “consistency of regulation” that focuses on the alignment of planning provisions may take councils in a direction that requires considerable effort, but also may provide little improvement in the ability to locate and operate region-wide production
6. noted the considerable national direction being given to improving the regulatory environment, including the conclusions of the Productivity Commission about the efficacy of the central Government’s current approach to crafting the directives given to local government in shaping local regulation
7. noted the significant engagement by the CPMG with the telecommunications industry, including representatives from Spark and Vodaphone attending the CPMG on 8 April 2016, and Chorus attending the CPMG on 15 July 2016
8. noted that the Aggregate and Quarry Association of New Zealand has been invited to attend the next CPMG on 16 September 2016 as part of an ongoing engagement with key industry groups and Canterbury planning managers
9. recommended the Secretariat develop a version of the Policy Advice Commissioning Template for work commissioned by the Policy Forum
10. recommended that the Policy Forum provide resourcing support to councils tasked with substantive pieces of work and/or outsourcing to contractors.

Hamish Dobbie/Bill Bayfield

8. Regional Visitors Strategy activities update

Jim Palmer introduced the agenda item and invited Wayne Barnett to provide an update to the Forum.

Responsible camping in Canterbury

The recent freedom camping forum was a valuable activity, with liaison now taking place with organisations in the industry who are supportive of the initiative.

Feedback from CamperMate has been useful. A brief discussion took place around the possibility of the region's councils promoting CamperMate on their websites and the potential conflict of interest this may cause. Wayne advised that for those councils promoting the CamperMate app, data will be provided by CamperMate relating to camping issues in those districts. It was agreed that to provide a direct link to CamperMate via council websites would set a precedence for other organisations to request the same endorsement opportunity; it was noted that councils could utilise their standalone tourism websites to promote independent organisations. The Secretariat will draft appropriate text to accompany the link for councils to use. Wayne will advise CamperMate that any promotion of the app will be an individual council decision.

Jim Palmer noted the well-planned freedom camping action plan, and Wayne Barnett thanked Hafsa Ahmed and Anna Puentener for their assistance in the collation of this information.

AP: Secretariat to draft appropriate text to accompany any website link promotion of CamperMate by the region's councils

AP: Wayne Barnett to advise CamperMate that any promotion of the app will be an individual council decision

Regional Mid-Sized Tourism Facilities Grant Fund

Hurunui, Kaikōura, Mackenzie and Ashburton District Councils will be seeking funding from this initiative (Christchurch to be confirmed). It was noted that MBIE has been helpful with the process to date and that another round of funding applications will open in February 2017. Chief Executives to keep in touch with Anna Puentener when preparing applications to enable a coherent draft letter from CMF to be prepared in support.

AP: Chief Executives from Hurunui, Kaikōura, Mackenzie, Ashburton and Christchurch to keep in touch with Anna Puentener regarding applications for the Regional Mid-Sized Tourism Facilities Grant Fund

Hotel investment

Wayne advised that Project Palace, implemented by NZTE, and covering Auckland, Rotorua, Wellington, Christchurch and Queenstown, has covered a large area affecting the CMF initiative, however, there are still opportunities to link with buyers interested in other parts of the region, for example, Hanmer Springs, Kaikōura and Tekapo. Figures for the tourism market indicate a change to investment in refurbished properties. Advice from Colliers indicates a positive move towards local investors compared with international investors. A watching brief on investors remains in place.

The following Recommendations contained within the paper were noted:

The Chief Executives Forum:

1. noted the work undertaken by Canterbury's Regional Freedom Camping Working Group
2. noted the update on the Regional Mid-Sized Tourism Facilities Grant Fund process

3. noted the update on hotel investment package project and suggested next steps.

9. Vegetation clearance

Andrew Dalziel spoke to the item, outlining concerns raised by Ashburton District Planning staff around non-compliant spraying of indigenous vegetation on leasehold land. A meeting scheduled between ADC and LINZ has recently been postponed, but the Council is requesting assistance in encouraging LINZ to follow the correct procedure.

Bill Bayfield advised that ECan is also involved in this issue and suggested that a meeting between ECan, ADC and LINZ CEOs would be beneficial to all parties. Bill will advance this issue, representing the CEF on behalf of the Canterbury region.

Andrew will advise if the recently postponed meeting is rescheduled.

AP: Bill Bayfield to co-ordinate a meeting between LINZ, ECan and ADC, with the option of involving the Chief Executive of the Department of Conservation

10. Future of the Canterbury Economic Development Company Ltd

Bede Carran spoke to the item, noting that a recommendation to dissolve the company will require a review by company directors before proceeding to the CMF.

A discussion on the pros and cons of the company then took place. Bede noted that the current structure was now not fit for purpose and was at risk of breaching statutory obligations; a decision to continue will require focus on ensuring all obligations are met and its Constitution amended to be fit for purpose.

A request was made for an outline of costs to set up a replacement CCO if required in the future, given the current political environment and work in the economic development space.

Any decision to continue or disestablish CED Co will be made by the CMF. Chief Executives were largely in agreement to disestablish the company, and Bede was requested to provide a paper to the CMF outlining the history of the company, an outline of why the company is now not fit for purpose, and an accompanying recommendation for disestablishment. Bede will arrange for a Directors Resolution for the same to support the CEF's decision. Jim Palmer requested this action be finalised before the end of the tenure of the current CMF.

Resolved

1. Subject to receiving procedural advice, that the Canterbury Mayoral Forum recommends to all councils that they pass a resolution to dissolve Canterbury Economic Development Company Ltd.

*Bede Carran/Jim Palmer
Carried*

AP: Secretariat to draft an outline of costs to set up a replacement CCO, if required in the future.

AP: Bede Carran will write a draft paper to the CMF outlining the history of the company, an outline of why the company is now not fit for purpose, and an accompanying recommendation for disestablishment, for the Chief Executives Forum scheduled for 31 October 2016

AP: Bede Carran will arrange for a Directors Resolution for the same to support the Chief Executives' decision

11. Findings and recommendations from valuation and rating scoping investigation

Greg Bell provided an overview of the valuation and rating scoping investigation commissioned by the CEF in November 2015.

Research undertaken by Ernst & Young (EY) indicated that the current rating system is complex and labour intensive, relies on a small number of staff, involves limited collaboration and commonality around IT systems and raises concerns around data integrity. Areas have been identified where improvements, including quick wins, can be made and are collated into proposed workstreams, with further thought to be given to integrated infrastructure systems.

The recommendation is to move the proposed work forward, with the addition of a representative from CCC to the current project team of David Ward, Bede Carran, Miles McConway and Greg Bell. CCC was in support of the initiative and will confirm a representative to join the team.

AP: Peter Gudsell to advise the Secretariat the name of the CCC representative to join the current rating project team

Funding for the initiatives was discussed, with an approximate requirement of \$250,000 to cover budget management, resourcing, stock identification, and IT consultancy around integration. Requests were made for the Secretariat to:

- review the methodology around percentage calculations across the region's councils
- review the three-year work programme and identify those workstreams that may attract funding requests from councils in the current financial year to enable future budgeting requirements.

AP: Secretariat to:

- **review the methodology around percentage calculations across the region's councils**
- **review the three-year work programme and identify those workstreams that may attract funding requests from councils in the current financial year to enable future budgeting requirements**

Overall, Chief Executives supported the initiative proceeding and believed there would be long-term benefits to the region in terms of alleviating the risks involved in the current rating systems.

It was agreed that, due to commercial sensitivities, the following resolutions can be made public, but the paper for agenda item 11 and the EY "Canterbury Councils valuation and rating current state and opportunity" report are to be treated as confidential and 'public excluded' until such time as the project team has developed a detailed proposal and reported back to the CEs Forum.

Resolved

The Chief Executives Forum:

1. received the final report on opportunities for collaboration in the area of valuations and rating, noting the opportunities identified to enhance capability, capacity and cost-effectiveness
2. noted the support of the Finance Managers Group to further explore the identified opportunities

3. agreed to the establishment of a valuation and rating programme management group to develop and lead a programme of work to further evaluate opportunities and progress them
4. agreed that the membership of this group be David Ward (CEO, Selwyn District Council), Bede Carran (CEO, Waimate District Council), Greg Bell (Corporate Services Manager, Selwyn District Council), Miles McConway (Director of Finance and Corporate Services, Environment Canterbury), and a representative of the Christchurch City Council
5. ask the programme management group to take the project to the decision point in relation to future collaboration (after completion of stage C3 in Table 2: Proposed workstreams)
6. approve funding for the project of up to \$250,000, as set out in Table 3: Proposed funding allocations
7. request that this group report back on progress to the next meeting of the Forum, 31 October 2016
8. Agreed that the resolutions contained within the paper be made public, however, the accompanying EY report remain publicly excluded
9. Agreed that Table 3: Proposed funding allocation, contained within the paper, remain publicly excluded.

12. Canterbury Policy Forum

Hamish Dobbie spoke to the item and advised that the CPF continues to work on areas of collaboration and is now focussed on how the outcomes of collaboration are measured.

Election of Chairperson

The paper contained a recommendation for the reappointment of Bill Bayfield as Chair of the CPF, January – December 2017. Bill Bayfield has confirmed his availability for this role.

Resolved

The Chief Executives Forum:

1. noted Canterbury Policy Forum achievements for 2016
2. noted the establishment of a working group to progress work on measuring, monitoring and reporting on the benefits of collaboration
3. noted the establishment of a Long-Term Plan working group to identify opportunities for councils to work together in the development of LTPs, Infrastructure Strategies and Financial Strategies
4. agreed changes to the Canterbury Policy Forum's Terms of Reference
5. appointed Bill Bayfield as Chairperson for the year commencing 1 January 2017
6. noted confirmation of Secretariat arrangements, and levies and budget set for 2016/17.

Carried

Congratulations were extended to Bill Bayfield.

13. Evolution of the virtual health and safety team

Jim Palmer spoke to the item, noting the addition of Hurunui and Kaikōura representatives to the current virtual team. The team is reviewing the way in which it works, that is, as well as

providing support and learnings across Canterbury, has extended to bringing experts together to build practice and share capabilities.

To that end, the team proposes to re-constitute as a technical group similar to the engineering and planning manager groups. If resolved, the virtual team will report back to the CEF with a draft Terms of Reference and outline of what the group will look like. It was noted that this re-constitution will open the group to representation by all councils in the region. It was agreed that the group will report to the CEF for the first year.

A request was made for the Secretariat to:

- compile terms of reference for regional forums and working groups within the region, noting reporting lines, and report back to the next meeting of the CEF scheduled for 31 October 2016
- collate a brief summary report for quarterly meetings of the CEs Forum, with key information on the activity of working groups during the quarter.

AP: The H&S group to report back to the Chief Executives Forum with a draft Terms of Reference and outline of what the proposed technical group will look like

AP: The Secretariat to:

- **review and compile terms of reference for regional forums and working groups within the region, noting reporting lines, and report back to the next meeting of the CEF scheduled for 31 October 2016**
- **collate a brief summary report for quarterly meetings of the CEs Forum, with key information on the activity of working groups during the quarter**

Resolved

The Chief Executives Forum:

1. supported in principle the proposal to re-constitute the 'virtual health and safety team' as a technical group reporting to the Chief Executives Forum
2. requested the current 'virtual team' to develop terms of reference in consultation with all Canterbury councils and report back to the Chief Executives Forum on 31 October 2016.

14. General Business

Bill Bayfield left the meeting at 11.50pm.

Easter trading hours legislation

Jim Palmer spoke to the item and suggested the CPF assist the region and LGNZ to agree a consistent South Island or Canterbury position on upcoming legislation that will see district consultation procedures relating to future Easter trading hours. All Chief Executives were in agreement. It was noted that timing is yet to be determined

Bill Bayfield rejoined the meeting at 11.54am.

Jim Palmer extended congratulations, on behalf of the CEF, to Bede Carran for his new role as Peter Nixon's successor, noting that the Timaru district will remain in good hands.

LGNZ Excellence Programme

Andrew Dalziel queried whether other councils had recently received invoices relating to the LGNZ Excellence Programme and whether there was support for payment of these invoices.

A discussion took place, noting that councils not intending to pay their invoices would talk to LGNZ about this.

It was agreed that a letter be drafted to LGNZ requesting further information relating to the basis of the costs, methodology of allocation and what the funding is being allocated to. Whether the invoices are paid will remain the option of individual councils.

AP: Secretariat and Jim Palmer to draft a letter to LGNZ requesting further information relating to the basis of the costs, methodology of allocation and what the funding is being allocated to. Whether the invoices are paid will remain the option of individual councils.

Havelock North water quality

Bill Bayfield spoke to the item and briefly outlined the current water quality issues in Havelock North and past experiences in Canterbury. Bill provided an overview on Canterbury aquifers, including monitoring, bore maintenance, communications and management.

Bill extended an offer to all councils to approach ECan for information at any time, to ensure the region does not experience the same outcomes as the Hawke's Bay. Bill noted that out of the Hawke's Bay Inquiry will come a series of recommendations that will apply across the country, with Terms of Reference currently being drafted.

The meeting recorded appreciation for Bill and ECan's offer of support to the region around this issue and councils will take advantage of this offer if the need arises.

There being no further business, the meeting closed at 12.20pm.

Action schedule

Chief Executives Forum

As at 31 October 2016

Items will be removed once complete.

Date	Subject	Actioned by	Deadline	Status
29.08.16	<i>Valuation and rating services</i>	Peter Gudsell	ASAP	Complete.
29.08.16	<ul style="list-style-type: none"> Advise the Secretariat the name of the CCC representative to join the current rating project team Establish a valuation and rating project management group to develop and lead a programme of work to further evaluate opportunities for shared services, and progress them 	David Ward/ Bede Carran	31 October 2016	Refer Agenda item 10.
29.08.16	<i>Canterbury Policy Forum: Collaboration Working Group</i>	Bill Bayfield	31 October 2016	Refer Agenda item 5.
15.02.16	Develop a business case to support funding applications for the Case for Canterbury.	Jim Palmer	TBC	Complete. \$70k funding granted.
15.02.16	<i>Virtual Health and safety team</i>	David Ward/H&S	31 October 2016	In progress.
04.04.16	Map free Wi-Fi and circulate	Secretariat	ASAP	In progress – together with mapping of broadband and cell access and independent testing of this (Connected Canterbury)
04.04.16	<i>Strategic assessment, Case for change: Three Waters</i>	CCC with councils	31 October 2016	Refer Agenda item 9.
30.05.16	Canterbury Regional Stormwater Forum report back	Jim Palmer	November 2016	Refer Agenda item 11. Report to Mayoral Forum February 2017.
30.05.16	Develop additional economic indicators (water) for CREDS	Secretariat/CDC	December 2016	In progress.
30.05.16	Contact Christchurch Developments Ltd regarding potential investor propositions.	Karleen Edwards	ASAP	Complete. DCL agreed to look at any support for investor propositions.

29.08.16	<p><i>Canterbury Economic Development Co Ltd</i></p> <ul style="list-style-type: none"> • Arrange for a Directors Resolution to support the CEF's decision • Paper to CMF for decision 	<p>Bede Carran</p> <p>Bede Carran</p>	<p>31 October 2016</p> <p>25 February 2017</p>	<p>Complete.</p>
29.08.16	<p><i>Spark/CCL/Revera proposal</i></p> <ul style="list-style-type: none"> • Councils to confirm their representative to the Technology Working Group to Hamish Dobbie • Outline the purpose of the Group and establish tasks and Terms of Reference 	<p>All</p> <p>Hamish Dobbie</p>	<p>9 September 2016</p> <p>31 October 2016</p>	<p>Complete.</p> <p>Refer Agenda item 7.</p>
29.08.16	<p><i>Regional collaborative groups</i></p> <ul style="list-style-type: none"> • Circulate Engineering Managers Working Group ToR • Collate key information and actions from collaborative groups, noting reporting lines, and report back to the next meeting of the CEF. 	<p>Secretariat</p> <p>Secretariat</p>	<p>ASAP</p> <p>31 October 2016</p>	<p>Complete.</p> <p>Refer Agenda item 6.</p>
29.08.16	<p><i>Visitor strategy – freedom camping</i></p> <ul style="list-style-type: none"> • Draft text to accompany any website link promotion of CamperMate by the region's councils. • Advise CamperMate that any promotion of the app will be an individual council decision. 	<p>Secretariat</p> <p>Wayne Barnett</p>	<p>31 October 2016</p> <p>31 October 2016</p>	<p>Complete.</p> <p>Complete.</p>
29.08.16	<p><i>Vegetation clearance/LINZ</i></p> <ul style="list-style-type: none"> • If ADC/LINZ meeting does not proceed, co-ordinate a meeting between CEs of ECan, ADC and LINZ to discuss vegetation clearance. 	<p>Andrew Dalziel</p>		<p>If necessary.</p>
29.08.16	<p><i>LGNZ Excellence programme invoicing</i></p> <ul style="list-style-type: none"> • Draft a letter to LGNZ requesting further information relating to the basis of costs. 	<p>Secretariat/ Jim Palmer</p>	<p>ASAP</p>	<p>Complete. Response from LGNZ circulated 26 September 2016.</p>
29.08.16	<p><i>Easter trading hours</i></p> <ul style="list-style-type: none"> • Ascertain likely council/community direction. 	<p>Bill Bayfield /Secretariat</p>		<p>Complete.</p>

Chief Executives Forum

Item 4

Date: 31 October 2016

Presented by: Jim Palmer (Chair)

Briefing to incoming Mayors/Chair

Purpose

This paper:

- seeks approval of the final Briefing to Incoming Mayors/Chair and draft three-year work programme
- provides a draft agenda for the first meeting of the Mayoral Forum on 25 November 2016.

Recommendations

That the Chief Executives Forum:

- 1 **approve** the Briefing to Incoming Mayors/Chair.

Background

- 1 The outgoing Mayoral Forum discussed an initial draft Briefing to Incoming Mayors/Chair (BIM) on 24 June 2016. On 23 September 2016, Dame Margaret Bazley circulated, for comment, a revised draft BIM to all Mayors, cc'd to Chief Executives.
- 2 Previous meetings of the Mayoral Forum (24 June 2016) and Chief Executives Forum (29 August 2016) signed off the draft Triennial Agreement 2016–19 and Mayoral Forum Charter of Purpose (Appendices 1-2 of the BIM).
- 3 On 29 August 2016, the Chief Executives Forum discussed and further developed a draft three-year work programme (Appendix 3 of the BIM).

For discussion

- 4 The three-year work programme has resource implications for member councils, as identified in the draft report from the collaboration working group (agenda item 5).
- 5 Work programme items 13-15 (p. 28 of the BIM) could benefit from further discussion, to ensure we are clear and specific about tasks and timeframes.

Next steps

- 6 Following this meeting, the Chair will write to all members of the Mayoral Forum and provide them with the BIM and an agenda for the first meeting of the Mayoral Forum on Friday 25 November 2016 (9.00am-12-noon at the Commodore Hotel). A draft agenda is attached.

- 7 The November meeting will be preceded by a Mayoral Forum dinner (Mayors/Chair and Chief Executives) on Thursday 24 November 2016, 6.00-9.00 pm at the Commodore Hotel. The dinner will be an opportunity to introduce new members to the Forum and its history, and for an informal briefing on the Canterbury Regional Economic Development Strategy and how it has been developed and implemented to date.

The draft Briefing to Incoming Mayors and the draft agenda for the planned meeting of the Canterbury Mayoral Forum on 25 November 2016 are withheld under the Local Government Official Information and Meetings Act 1987, s.7(f). These documents have not yet been considered by the Canterbury Mayoral Forum.

Due to the North Canterbury earthquake of 14 November 2016, the first meeting of the Canterbury Mayoral Forum, since local body elections in October 2016, has been postponed until late January 2017.

Chief Executives Forum

Item 5

Date: 31 October 2016

Presented by: Bill Bayfield

Working together for Canterbury

Purpose

This paper reports on the work commissioned by the Chief Executives Forum on 29 August 2016.

Recommendations

That the Chief Executives Forum:

- 1 **consider and provide feedback** on this draft report
- 2 **refer** the draft report to the Canterbury Policy Forum scheduled for 2 December 2016 for discussion and feedback to the Chief Executives Forum scheduled for 30 January 2017.

Background

- 1 This piece of work was prompted by concerns that have surfaced at the Chief Executives and Policy Forums:
 - be clear about what we decide to collaborate on, why, when, how, with whom and who pays
 - plan ahead and avoid having to 'pass the hat around' for costs that we have not budgeted or consulted on in our annual and long-term plans
 - identify and agree an explicit methodology for cost allocation
 - assess the cost-effectiveness of working together – pre- and post-project.

Collaboration Working Group report

- 2 The Working Group's report is appended as Appendix 1, along with:
 - criteria for working together (as agreed May 2016) – Appendix 2
 - a proposed decision framework for working together, and assessing collaborative projects – Appendix 3
 - a proposed policy and process for joint advocacy (correspondence and submissions) – Appendix 4
 - current joint funding commitments – Appendix 5
 - current and potential cost allocation formulae – Appendix 6.

Appendix 1: Report of the Collaboration Working Group

Report of the Collaboration Working Group of the Chief Executives Forum: Bill Bayfield (Convenor), Andrew Dalziel, Hamish Dobbie, Teresa Wooding, Wayne Barnett, David Bromell (Secretariat).

Purpose/terms of reference

- 1 The Working Group agreed to:
 - develop and agree a decision framework and process for deciding what to work on together, with whom, why, when and how (and who pays) – including deciding when and why to develop joint submissions
 - review the Canterbury Mayoral Forum's draft three-year work programme, to identify currently unbudgeted costs
 - develop a framework to measure and evaluate the cost-effectiveness of collaborative initiatives
 - review current cost allocation methodologies and recommend a consistent approach
 - report to the Chief Executives Forum on 31 October 2016 and the Policy Forum on 2 December 2016.

Principles to guide decision-making about working together

- 2 We work together 'to meet the current and future needs of communities for good-quality local infrastructure, local public services, and performance of regulatory functions in a way that is most cost-effective for households and businesses' – Local Government Act 2002, S.10(1)(b). *This is our 'bottom line'* (an outputs focus).
- 3 To comply with Local Government Act requirements, Canterbury local authorities have committed, in the Triennial Agreement, to 'working collaboratively to drive efficiencies and better provide for the needs of their communities', noting that 'this collaboration may either be Canterbury wide or on a sub-regional basis'.
- 4 The Mayoral Forum's *Canterbury Regional Economic Development Strategy* expresses a 20-year 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'. *This is our 'top line'* (an outcomes focus).
- 5 Canterbury councils work together:
 - 5.1. to advocate for the interests of the region, its city and districts
 - 5.2. to keep decision-making closely connected to local communities
 - 5.3. when it is more cost-effective to do so
 - 5.4. as an investment in jointly desired, long-term outcomes.
- 6 An implication of principle 5.2 is that collaboration and shared services are preferable to centralisation and/or amalgamation.

- 7 Principles 5.3 and 5.4 are held in tension.
- Sometimes we choose to work together because we are playing a long game and investing in desired outcomes, even though it may not be more cost-effective in the short term.
 - Sometimes working together may not deliver services that are most cost effective for households and businesses within a single district but, taken together, there is a net sum benefit for households and businesses across the region as a whole.
- 8 Principle 4 implies shifting focus from ‘collaborating to save money’ to ‘collaborating to add long-term public value’.

Criteria for prioritising further collaboration

- 9 In May 2016, the Chief Executives Forum considered further opportunities for collaboration suggested by the Winder Report (April 2016), *Collaboration between Canterbury local authorities: Progress and opportunities*.
- 10 The Forum agreed a set of criteria for analysing and prioritising collaborative initiatives in the Canterbury region – see **Appendix 2**.

A decision framework for working together

- 11 **Appendix 3** provides a framework to guide decision-making about what to collaborate on, with whom, when, and why.

One strong voice for Canterbury

- 12 **Appendix 4** provides a draft policy and process for joint advocacy (correspondence and submissions).

Sharing the costs

- 13 Working together involves costs and risks, as well as benefits. We need to make both costs and benefits visible.
- 14 **Appendix 5** documents current funding commitments for collaborative initiatives.
- 15 **Appendix 6** provides formulae that Canterbury councils currently use or could use to allocate the costs of joint initiatives. It is unlikely that a single allocation formula can be developed and agreed that will be fit for every purpose.
- 16 **Appendix 7** is the Supplementary Agreement (October 2015) to the Memorandum of Understanding on roading matters between the Ashburton, Timaru, Waimate and Mackenzie District Councils. This provides an example of how we might:
- capture and assess scale-related savings

- compensate a council via a transfer payment when a group tender produces the most favourable price for a combination of contracts (lowest overall price) but an individual tender (or another group tender) is most favourable for an individual council.

17 This report recommends that:

- the Canterbury Regional Council consider increasing its budget for collaboration through regional forums from \$355,440 in 2016/17 to \$???,??? in 2017/18
- all member councils note expenditure currently committed and consider including a small contingency fund for regional collaboration in Annual Plans for 2017/18.

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Appendix 2: Criteria for working together

These criteria were discussed and agreed by the Chief Executives Forum in May 2016.

1. 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

2. 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

3. 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

4. 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

5. 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

6. 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

Appendix 3: Decision framework

Step 1: Define the problem/risk/opportunity

- What is at stake, and why do we care?
- What is driving us to work together in this instance?

Step 2: Stakeholder analysis to identify interested and affected individuals and groups

- Who has an interest in this, and what is the nature and strength of our respective interests?
- Is this a sub-regional, regional, South Island or national concern?
- How might we prioritise stakeholder interests and engagement in terms of:
 - power, legitimacy and urgency?¹
 - 'skin in the game'
 - identity, vision and values?
 - knowledge, resources and ability to help us achieve our objectives?²

Step 3: Define the value proposition

- What is the public value we want to create?
- Can we agree on the results we want to achieve, and what we are willing to spend to achieve these results?

Step 4: Secure a mandate for an initial assessment of the case for change

- Who will sponsor this project?
- Who will lead/conduct the initial work and what are their terms of reference?
- In-house or outsourced?
- How will we resource the initial investigation?

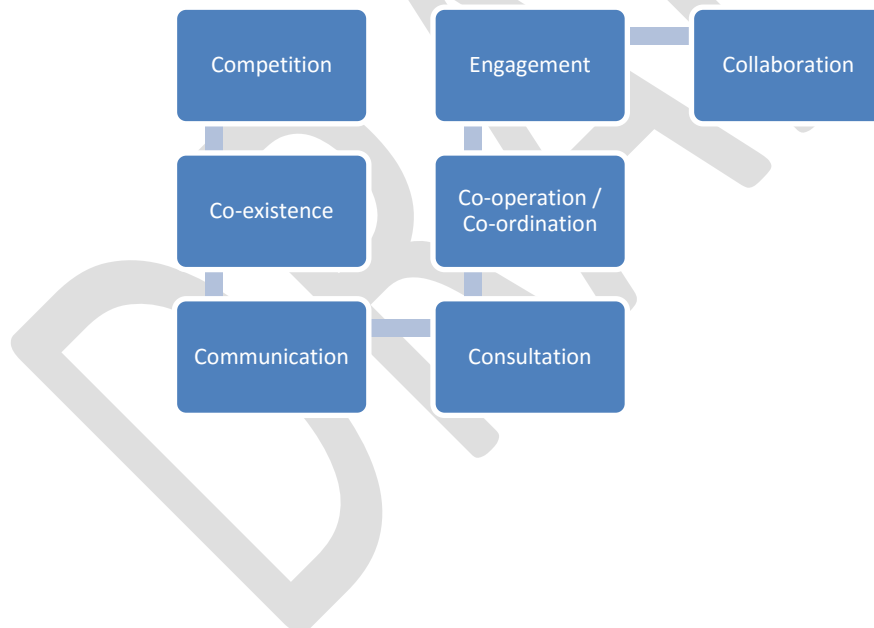
Step 5: Assess the case for change and readiness for collaboration

- What is the current state – and 'baseline' for monitoring and evaluation – against which we can assess cost-effectiveness?
 - Where are we now, and what evidence supports this assessment?
 - Who's currently doing what, where, how – and what works?
 - Is the problem (cause or symptom)/risk/opportunity as we think it is?

¹ Mitchell, R., Agle, B., & Wood, D. (1997) Toward a theory of stakeholder identification and salience: Defining the principle of who and what really counts, *Academy of Management Review*, 22(4), pp. 853–86.

² Bundy, J., Shropshire, C., & Buchholz, A. (2013), Strategic cognition and issue salience: Toward an explanation of firm responsiveness to stakeholder concerns, *Academy of Management Review*, 38(3), pp. 352–376.

- What are the current costs and benefits, and how are these distributed?
- How will we know whether we have achieved better results?
- Determine scale and scope – does it require:
 - more of the same, only better (continuous improvement), or
 - disruptive innovation – and what might be the ‘game changer’?
- Analyse the business case for change:
 - What are the benefits less the costs, over what time period, using what discount rate?
 - Who will benefit/pay, and how?
 - What can we project about the distribution of costs and benefits now and in the future, and is this fair?
- Where are we now on the Competition –Collaboration Continuum,³ and could we get the same or better results if we moved to somewhere else on the continuum?
- Are we ready to collaborate on this issue? – use the Collaboration Checklist⁴



³ Adapted from Eppel, E., Gill, D., Lips, M., & Ryan, B. (2008), *Better connected services for Kiwis*, Wellington, NZ: Institute of Policy Studies, <http://igps.victoria.ac.nz/events/completed-activities/joiningup/Connected%20Services%20ver%2010.pdf> (version 10).

⁴ Adapted from Waitakere City Council (2009), *Partnering practice guide for Waitakere*. Waitakere, NZ: Waitakere City Council. <http://www.waitakere.govt.nz/abtcnl/pp/pdf/Partnering-Practice-Guide.pdf>.

Collaborate when:

- we cannot achieve what we want to on our own
- the problem we want to address is complex
- others can add significant value to help us achieve our goal
- we are willing to help others achieve some of their goals
- we are willing to share power, decision-making and accountability for shared outcomes
- we are committed to a long-term approach and ongoing relationships
- we have time to develop and implement partnering processes, structures and work programmes
- there is flexibility about how goals might be reached
- we are prepared to take risks.

Do not collaborate when:

- we can achieve our objective without significant help from others
- we want or need to own this piece of work and what results from it
- timeframes are short and/or fixed
- our agenda, goals or desired results are already determined and we have little scope to deviate from them
- we require certainty and are not prepared to take risks
- our agency is internally divided on the benefits of collaboration in this instance
- we lack the people and resources to make this collaboration work
- we can independently contract others to deliver on the task, service or goal.

Step 6: Secure a mandate and resources for detailed design and implementation

- Present the case for change to decision makers – with resourcing implications and next steps.
- Which is the best agency to lead this project, and why?
- Delivery in-house, or outsourced?
- What governance arrangements are fit for purpose for detailed design and implementation?
- Who else needs to give legitimacy and support to this project, so it is politically viable and sustainable, and how will we engage with them?
- Who do we need to take with us, and who are we prepared to leave behind?
- What do we need in terms of ongoing resources, who might contribute these, and how?
- What does the lead agency need other agencies to keep on doing, stop doing, or do differently, in order to achieve mutually agreed objectives?
- Who will do what, why, how, by when?

Step 7: Measure, evaluate, report, review

- Measure, evaluate and report results against baseline.
- Assess and report the costs and benefits of this initiative, and how these have been distributed.
- Review and revise – learn as we go.
- Renew our agreed purpose (the public value we want to create).

D. Bromell
October 2016

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Appendix 4: One strong voice for Canterbury

Background

- 1 Some reasons for establishing the Canterbury Policy Forum in 2013 were to:
 - identify issues affecting Canterbury, and investigate whether they can benefit from collaboration and/or joint advocacy
 - reduce duplication of policy effort and, as a result, work more effectively and efficiently together
 - provide support to smaller councils when assessing national and regional policy initiatives.

Suggested policy and process for joint advocacy (correspondence and submissions)

- 2 Member councils agree that an issue impacts significantly on Canterbury on a regional or sub-regional basis. This is identified and agreed EITHER:
 - through horizon scanning of what's coming at us – as a standing item on the Policy Forum agenda, and/or
 - by a member council raising it with other councils and the relevant Forum Chair by email and/or a teleconference call, and/or
 - by the Secretariat alerting the relevant Forum Chair, in response to an invitation or opportunity to submit on an issue.
- 3 The relevant Forum or its Chair identifies and commissions a lead council or councils to prepare a draft joint submission.
- 4 The lead council(s) consult with member councils on this.
- 5 To reach agreement on joint submissions, the Secretariat circulates a draft to all Mayors, copied to all Chief Executives, for prior approval by 'reply all' – noting that joint submissions often need to express majority/minority views and do not require unanimity.
- 6 An agreed final version is formatted onto Mayoral Forum letterhead by the Secretariat, signed by the relevant Forum Chair, and emailed to the recipients (or lodged on the Parliament website for select committee submissions). Wherever possible, Mayors request a joint appearance before select committees and inquiries.
- 7 The Secretariat circulates a copy of the final agreed letter or submission to all members of the Forum, and saves documents into the Regional Council's document management system, in order to comply with requirements of the Local Government Official Information and Meetings Act 1987 and the Public Records Act 2005.
- 8 It is accepted and to be expected that member councils will not be of a single mind on every issue. Member councils reserve the right to make individual submissions as well. But, in general, if a joint submission is being prepared and can be agreed, member councils will not make individual submissions. The principle is to work together

whenever we can to secure the best possible outcomes for Canterbury and its communities, at the lowest possible cost to ratepayers.

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Appendix 5: Existing funding commitments (October 2016)

Council	Policy Forum levy 2016/17 (\$)	Regional secretariat 2016/17 (\$)	Canterbury Maps (\$)	CREDS lead councils	Valuation & rating study (\$)	Digital strategy study 2016 (\$)	Contaminated land shared services (\$)
Ashburton	1,000	-	9,000	absorbed	5,000	-	4,700
Christchurch	2,100	-	45,000	-	5,000	-	43,050
Environment Canterbury	2,100	355,440	150,000	absorbed	212,000	12,000	75,000
Hurunui	530	-	9,000	absorbed	5,000	-	938
Kaikōura	260	-	3,000	absorbed	1,000	-	938
Mackenzie	260	-	6,000	-	1,000	-	938
Selwyn	1,100	-	21,000	-	5,000	-	14,100
Timaru	1,000	-	21,000	absorbed	5,000	-	4,700
Waimakariri	1,100	-	21,000	absorbed	5,000	-	4,700
Waimate	400	-	6,000	absorbed	1,000	-	938
Waitaki	400	-	9,000	-	5,000	-	-
Total	10,250	355,440	300,000	-	250,000	12,000	150,002

Appendix 6: Sharing the costs

The following table shows a range of current and potential allocation formulae. It is unlikely that a single allocation formula can be developed and agreed that will be fit for every purpose.

The allocation in any particular case needs to reflect agreement on:

- strength of interest (who cares, and why?)
- who benefits
- ability to pay
- willingness to pay
- fairness – including recognition that only part of Waitaki District is in Canterbury.

Council	Estimated resident population (June 2015) ⁵		Land area		People/km ²	Opex 2015		Rates revenue 2015		Ave % of total opex and rates revenue	Current projects				
	Number of people	% of total	km ²	% of total	Number	\$(000s)	% of total	\$(000s)	% of total		Policy Forum levy % share	Canterbury Maps % share	Rating & valuation % share	Contaminated land shared services % share	Ave % share current projects
Ashburton	33,200	5.7	6,183	13.9	5.0	\$ 51,119	3.9	\$ 29,066	4.4	4.1	9.8	3.0	2.0	3.1	4.5
Christchurch	367,800	62.7	1,415	3.2	241.3	\$ 753,496	57.8	\$ 358,204	53.7	55.7	20.5	15.0	2.0	28.7	16.5
Environment Canterbury	586,500	100.0	44,508	100.0	12.1	\$ 155,259	11.9	\$ 87,709	13.2	12.5	20.5	50.0	84.8	50.0	51.3
Hurunui	12,500	2.1	8,641	19.4	1.3	\$ 36,724	2.8	\$ 15,312	2.3	2.6	5.2	3.0	2.0	0.6	2.7
Kaikōura	3,660	0.6	2,047	4.6	1.7	\$ 9,017	0.7	\$ 5,311	0.8	0.7	2.5	1.0	0.4	0.6	1.1
Mackenzie	4,440	0.8	7,140	16.0	0.6	\$ 12,525	1.0	\$ 7,219	1.1	1.0	2.5	2.0	0.4	0.6	1.4
Selwyn	52,700	9.0	6,381	14.3	7.0	\$ 83,626	6.4	\$ 36,845	5.5	6.0	10.7	7.0	2.0	9.4	7.3
Timaru	46,200	7.9	2,733	6.1	16.1	\$ 67,344	5.2	\$ 42,910	6.4	5.8	9.8	7.0	2.0	3.1	5.5
Waimakariri	56,400	9.6	2,217	5.0	22.5	\$ 80,395	6.2	\$ 46,157	6.9	6.5	10.7	7.0	2.0	3.1	5.7
Waimate	7,870	1.3	3,554	8.0	2.1	\$ 13,559	1.0	\$ 8,560	1.3	1.2	3.9	2.0	0.4	0.6	1.7
Waitaki (Canterbury only)	1,720	0.3	--	--	--	--	--	--	--	--	--	--	--	--	--
Waitaki (total)	21,900	3.7	7,109	16.0	2.9	\$ 41,356	3.2	\$ 29,367	4.4	3.8	3.9	3.0	2.0	0	2.2
Total	(585,500)	--	--	--	--	\$ 1,304,420	100.0	\$ 666,660	100.0	100.0	100.0	100.0	100.0	100.0	100.0

⁵ Statistics New Zealand will release population estimates as at 30 June 2016 on 19 October 2016.

Appendix 7: Supplementary Agreement to South Canterbury roading MOU

SUPPLEMENTARY AGREEMENT

Date: 9 October 2015

PARTIES

Ashburton District Council

Timaru District Council

Waimate District Council

Mackenzie District Council

Background

This document is a supplementary agreement to the existing memorandum of understanding between Ashburton District Council (ADC), Timaru District Council (TDC), Waimate District Council (WDC) and Mackenzie District Council (MDC) entered into in October 2014 relating to collaboration on roading matters.

The purpose of this agreement is to record the member Councils agreement to the process for identification and capture of scale related savings within their roading maintenance contracts.

THE PARTIES AGREE AS FOLLOWS:

1 Objectives

- 1.1 The parties acknowledge that one of the actions in the base memorandum of understanding was to adopt a joint strategy for the procurement of roading maintenance services beyond mid 2015.
- 1.2 The parties agree that the two key objectives of the joint strategy that has been developed are:
 - (a) optimisation and standardisation of specifications and processes used to procure road maintenance services; and
 - (b) identification and capture of scale benefits through the contract tender process.

2 Progress to Date

The parties record that technical staff from each party, with assistance from an external consultant, have formulated a set of standard contract procurement documentation that is to be used by each organisation for the road operation and maintenance contracts in each Council's districts. The formulation process has involved all parties testing the detail of each others specifications and agreeing on the most suitable option to be adopted as the group standard. This has produced a robust high quality set of contract procurement documents which will be used in a re-tendering process for each Council's Road operation and maintenance contract.

3 Capture of Scale Related Savings

- 3.1 In order to identify and capture scale related savings, the parties have agreed to conduct a coordinated tender process for the four road operation and maintenance contracts.

WB AD

- 3.2 Each party will separately tender the road operation and maintenance contract for its district using the agreed contract procurement documents. The tender process will call for individual prices for each contract but will also allow tenderers to submit alternative bids for two or more combinations of contracts from the parties (*group tenders*), in order to allow contractors to factor scale related savings into their tender price and thus for the parties to capture these savings.

4 Evaluation of tenders

The parties agree that each individual tender and each group tender received by a party for the party's road operation and maintenance contract will be evaluated in accordance with the methodology set out in the conditions of tendering in the contract procurement documents.

5 Transfer Payments

- 5.1 The parties acknowledge that the proposed tender process could create a situation where a group tender produces the most favourable price for a combination of contracts (lowest overall price) but that an individual tender (or another group tender) is most favourable for an individual Council.

- 5.2 If this occurs, the parties that participate in the group tender agree to address this issue by the use of transfer payments from the Councils that are advantaged by the group tender to the other Council(s) that would be disadvantaged by the acceptance of the group tender. The following provisions will apply in relation to group tenders unless agreed otherwise in writing by the relevant Councils who wish to participate in the relevant group tender.

- (a) If a party wishes to participate in a group tender it must notify the other parties as soon as reasonably practicable after the tenders have been evaluated;
- (b) If all parties to which a group tender relates have indicated an interest in participating in the group tender, those parties must in good faith and as soon as reasonably practicable, endeavour to agree the amount of the transfer payment that would be paid by each party advantaged by the group tender to each party that is disadvantaged by the group tender and the date on which such payments will be made, having regard to the following principles:
 - (i) the disadvantaged parties should be put in the position that they would have been in had it accepted the highest scoring individual tender;
 - (ii) the total of any transfer payments made would be apportioned among the advantaged Councils on a total tendered price basis; and
 - (iii) no advantaged party will be required to make a payment that would result in that party being worse off than they would have been in if they had selected the highest scoring individual tender;
- (c) The parties agree that the transfer payments or (receipts) to be made (or received) by each participating party, will be agreed prior to any group tender being accepted (and no group tender may be accepted unless or until such payments have been agreed);
- (d) A party may determine not to commit to a transfer payment and instead accept a different tender at any time prior to the transfer payments and the payment terms being agreed and the relevant group tender being accepted;

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Notwithstanding the above, no group tender may be accepted unless or until all necessary statutory and NZTA consents to the proposed procurement procedures in the contract procurement documents and to the proposed transfer payment arrangements have been obtained.

5.3 For the avoidance of doubt, once the transfer payment arrangements have been agreed and the relevant group tender accepted, the participating parties are bound by the transfer payment arrangements so agreed for the term of the relevant road operation and maintenance contract that is accepted.

6 Each party may act in its own interests

The parties acknowledge and agree that:

- (a) each Council may act entirely in its own interests and may in its sole discretion determine whether it wishes to accept an individual tender or participate in any group tender; and
- (b) it is possible that a group tender may identify scale related savings but that they may not be captured because one member Council may (in accordance with (a) above) accept an individual tender.
- (c) The parties do not intend that the memorandum of understanding or this supplementary agreement creates a joint venture or an unincorporated body of persons. It is intended that each party will contract separately with successful tenderers for the provision of services to that party.

7 Relationship of the parties

7.1 The parties will work collaboratively together to endeavour to achieve the agreed objectives in this agreement (subject to clause 6 above).

7.2 The provisions in this agreement are intended to create legally binding obligations between the parties for the full duration of the maintenance contracts.

EXECUTION

Ashburton District Council	Signed 	Date 2-10-2015
Timaru District Council	Signed 	Date 22-9-2015
Mackenzie District Council	Signed 	Date 7.10.2015
Waimate District Council	Signed 	Date 9/10/15

Chief Executives Forum

Item 6

Date: 31 October 2016

Presented by: Jim Palmer, Chair

Overview of regional forums and technical working groups

Purpose

This paper provides an overview of regional forums and technical working groups, with a brief update on activities.

Recommendations

That the Chief Executives Forum:

- 1 **note** the overview of regional forums and working groups in Appendix A
- 2 **note** key current and future activities, and risks where identified
- 3 **provide** guidance as to the value of the content of the report and any changes or additions that would increase its value to the Chief Executives Forum.

Background

- 4 On 29 August 2016, Chief Executives requested information about regional forums and working groups, and a quarterly update on their key activities.
- 5 There are numerous regional forums and working groups. Some have been formed for specific purposes to address current issues and will cease when those issues have been resolved. Many have formalised terms of reference; others are less formal. Appendix A gives an overview of all working groups.
- 6 The Secretariat contacted the respective Chairs of the groups regarding the nature and purpose of their group. This report collates the responses to the following questions:
 - What's on top for the group/what activities is the group currently working on?
 - What's coming up that Chief Executives should be aware of?
 - Are there any risks Chief Executives need to be aware of?
- 7 The report does not include updates from the following groups: Canterbury Drinking Water Reference Group, Health and Safety Advisory Group, Technology Working Group, Regional Stormwater Forum, Collaboration Working Group, and the Valuation and Rating Management Group. Papers from each of these groups are presented at the Chief Executives forum on 31 October 2016.

Overview of regional forums and technical working groups

Canterbury Policy Forum

Chair: Bill Bayfield, Environment Canterbury

Current activities

- The Policy Forum reported to the Chief Executives Forum on 29 August 2016. The Forum has not met again since then (next meeting 2 December 2016).
- The Collaboration Working Group met and has provided a draft report (agenda item) for further discussion and feedback from the Policy Forum when it meets on 2 December 2016.
- David Ward is leading a Long-Term Plan Working Group for the region. The first meeting is scheduled for 22 November 2016.

Coming up

- The Policy Forum will meet on 2 December 2016 and consider Central Government's 2017 policy work programme and timetable for submissions. The Forum will make an initial assessment on which items will require joint submissions and which councils will lead the development of these.

Canterbury Planning Managers Group

Chair: Geoff Meadows, Waimakariri District Council

Current activities

- Engagement with peak bodies and industry representatives: Following telcos and Aggregate and Quarry Association New Zealand (AQANZ) in 2016, the next industry group for the first 2017 meeting is the tourism industry. AQANZ are planning to host a field trip for Canterbury planners to quarry sites in November 2016
- Response to central government initiatives: Select Committee report on RLA Bill expected early November 2016 and LGA Amendment Bill #2 by 31 March; NPS/NES rolling reform (currently Urban Development Capacity and Contaminants in Soil, of which the latter has clarification of HAIL categories to increase consistency)
- Integration between district plans and cross-boundary collaboration: Progressing well with several second generation plan reviews in the region underway
- CWMS Zone Implementation Programme (ZIP) addendums including both statutory and non-statutory solutions. Looking to district plans for implementation as well as sub-regional chapters of the Regional Land and Water Plan.

Coming up

- Mahaanui Kurataiao (MKT) wahi tapu and wahi taonga integration into planning documents: MKT/Tuia partnership ostensibly to inform ZIP addendums, but results will also inform district plan reviews
- Consolidated TA response to draft Regional Pest Management Plan: Following promulgation of draft December 2016
- Regional Coastal Environmental Plan review: Consolidated TA response to issues and options paper mid-2017.

Canterbury Engineering Managers Group

Chair: Ashley Harper, Timaru District Council

Current activities

- Networking: The Canterbury Engineering Managers Group (CEMG) provides a valuable forum for members to network and consider common strategic issues associated with engineering and infrastructure
- Infrastructure Strategy (IS): Considering the Canterbury-wide IS review carried out by Waugh Infrastructure Consultants in 2015. Obtaining advice and co-ordinating an update to the Waugh Infrastructure IS template to include learnings from the development of the initial IS process in 2014
- Asset management: Currently obtaining a peer review of an AMP Maturity Index exemplar for distribution to members
- Drinking Water Reference Group: Monitoring progress and assessing opportunities from the work of this Group
- Governance group for the 'Strategic assessment of the case for change in delivery of Three Waters and Transport': Chief Executives Forum sponsor is Hamish Dobbie. This work stream is supported by the Chief Executives forum and the Canterbury Mayoral Forum, and is led by the Christchurch City Council
- Stormwater management: Being aware of progress and assessing opportunities from the work of the Environment Canterbury Stormwater Forum
- Section 17A reviews: Facilitating liaison at a sub-regional level over S17A reviews.

Coming up

- The Chief Executives Forum has asked that CEMG address an issue with engineering services and common standards. Members are unaware of the issue and seek clarification as to what is required.

Canterbury Finance Managers Group

Chair: Greg Bell, Ashburton District Council

Current activities

- Canterbury valuation and rating improvement programme (in conjunction with the Chief Executives Forum)
- Shared services internal audit programme with Deloitte
- Sharing our approaches to risk management and information on key risks
- Liaison with the Office of the Auditor-General (the Deputy Auditor-General, Assistant Auditor-General and Local Government Manager have all attended meetings of the group over the past year)
- Liaison with the Chief Information Officers Group (including Canterbury Maps and Infrastructure as a Service)
- Each meeting includes a current issues update, e.g. the Group recently considered pre-election reports and simplifying annual reports.

Coming up

- Next meeting (18 November 2016) will likely include:

- discussion on the proposed internal audit shared service programme for first half of 2017
- planning, and any collaboration in relation to Long-Term Plans for 2018–28.

Canterbury Local Authorities Chief Information Officers Group

Chair: David Lewitt, Environment Canterbury

Current activities

- Overseeing the current flying season's capture of aerial imagery and LiDAR (Light Detection and Ranging)
- Managing Canterbury Maps' work programme of enhancements, and shared staff
- Reviewing online services for opportunities to align, e.g. building consents.

Coming up

- There are ongoing opportunities from new and refreshed All of Government procurement and services agreements.

Canterbury Natural Hazard Risk Reduction Group

Chair: James Thompson, Civil Defence Emergency Management, supported by Monique Eade, Environment Canterbury

Current activities

- A work programme has been developed and was signed off by Chief Executives on 31 May 2016. The Regional Planning Managers have emphasised their preference to have fewer milestones completed well as opposed to taking a scattergun approach. The priorities identified are:
 - developing a guide for handing over research to end users and investigating alternative methods of communicating and engaging
 - understanding the level of consistency or inconsistency across natural hazard planning frameworks and assessing various LIR/LIM/PIM wording and processes that are used, and why
- Work has commenced on these milestones, and we are currently looking at ways of resourcing some of the other milestones.

Canterbury Records and Information Management Support Group

Chair: Leonie Robinson, Ashburton District Council

Current activities

- An Information Management (IM) maturity survey is being developed. This will expose areas where members are strong or weak, and allow our members to gain benefits by sourcing knowledge or documentation from those with higher maturity levels. The Group is keen to establish working parties to reduce risk where IM is low across the group
- The 2017 annual Archives New Zealand and Canterbury Records and Information Management Support (CRIMS) group meeting will be opened up to the entire South Island

- The December CRIMS meeting is targeted at establishing a sister CRIMS group within lower South Island TAs
- Develop a charter for the Group.

Coming up

- Annual Archives New Zealand and CRIMS meeting will focus on the role of the Executive Sponsor under the new Records Standard 2016.

Risks

- The Group lacks funding to support presentations from lead professionals and memberships to leading records and IM groups. For the past two years presentations were done as favours and the Group has exhausted its pool of contacts
- Upskilling of IM staff is difficult, as trainers require a certain number of attendees to run courses. This has been a challenge and has led to a loss of opportunity
- The Group will place a joint submission to the Archive New Zealand Strategic Focus discussion paper, calling for Archive New Zealand to establish an auditing programme of TAs in line with the current auditing practises of central agencies.

Freedom Camping Working Group

Chair: Wayne Barnett, Mackenzie District Council

Current activities

- The Ministry of Business, Innovation and Employment will announce the successful applicants to the Mid-Sized Tourism Infrastructure Facilities Grant Fund at the end of October 2016.
- Attendance at the New Zealand Responsible Camping Forum provided updates on activity that will be communicated to councils.
- Department of Internal Affairs is leading work on bylaw making, maintenance and administration, including freedom camping.

Coming up

- A communications toolkit is being prepared by Tourism Industry Aotearoa (TIA). The Secretariat will distribute these to all councils for their use over the summer period.
- The Freedom Camping Action Plan will be revised in light of central government developments.

APPENDIX A

An overview of Canterbury regional forums and technical working groups

<i>Forum name</i>	<i>Who's involved?</i>	<i>Purpose/Background</i>	<i>When was it formed?</i>	<i>Reports to</i>	<i>ToR Yes/No</i>	<i>Chair</i>
Canterbury Policy Forum	CEs and policy managers	<p><i>Purpose</i></p> <p>Provide support for a strong LG 'voice' for policy related issues, reduce duplication of policy effort, provide support to smaller councils when assessing national and regional policy initiatives, facilitate communication with Ngāi Tahu, support innovation, collaboration, and joint initiatives</p>	Nov 2013	CEs Forum	Yes	Bill Bayfield (Environment Canterbury)
Canterbury Planning Managers Group	Regional planning managers and planning staff	<p><i>Background</i></p> <p>In existence for some years prior to formalising ToR.</p> <p><i>Purpose</i></p> <p>Provide support for a strong LG 'voice' for planning related issues, reduce duplication of planning effort, provide support to councils when assessing national and regional planning initiatives, supports innovation, collaboration, and joint initiatives</p>	Formalised Aug 2015	Presents findings and submissions to the Policy Forum	Yes	Geoff Meadows (Waimakariri DC)
Canterbury Engineering Managers Group	Senior engineering managers/ additional members from CCC invited due to size	<p><i>Purpose</i></p> <p>Provide support for a strong Canterbury LG 'voice' for engineering related issues, reduce duplication of effort, provide guidance and support to councils when assessing national and regional engineering and asset management initiatives, supports innovation, collaboration, and joint initiatives, consider options for collaboration and potential shared services</p>	Formalised April 2016	CEs Forum	Yes	Ashley Harper (Timaru DC)

Forum name	Who's involved?	Purpose/Background	When was it formed?	Reports to	ToR Yes/No	Chair
Canterbury Finance Managers' Group	Canterbury finance and corporate services managers	<i>Purpose</i> Share ideas and wherever possible work together to enhance the delivery of local government services in the Canterbury region	2011	No reporting. May present findings and submissions to the CEs Forum	Yes	Greg Bell (Selwyn DC)
Canterbury Local Authorities Chief Information Officers Group	Senior IS/ICT staff member(s) from each council in Canterbury.	<i>Purpose</i> Facilitates collaboration between councils, shares capability between larger and smaller councils, negotiates regional procurement and licensing, steering committee for the Canterbury Maps initiative, co-ordinates the capture of aerial photography for the region	2010	Chief Financial Officers Group oversees this group	No	David Lewitt (Environment Canterbury)
Canterbury Health and Safety Advisory Group	Health and safety advisors from TAs and ECan	<i>Purpose</i> Share information and resources, provide mutual support, develop joined-up, consistent technical advice to councils <i>Background</i> Evolved out of 'virtual H&S' group – established by MoU between Selwyn and ECan – other H&S officers have since joined. Because these were sole-person roles, idea was to operate as a virtual team to respond to regulatory changes, manage health and safety risks and strive for best practice. CEs recommended it become a technical group in September 2016	In process	CE forum	In draft for CEs agreement	TBC
Regional Stormwater Forum	Canterbury councils, Te Rūnanga o Ngāi Tahu, and University of Canterbury, stormwater consultants	<i>Purpose</i> Develop consistent practice, streamline regulatory process and reduce costs, while achieving environmental, cultural and community outcomes <i>(New working groups being formed as part of refresh)</i>	2014	CEs Forum and regional CWMS committee	In draft for CEs agreement	Gerard Cleary (Waimakariri DC)

Forum name	Who's involved?	Purpose/Background	When was it formed?	Reports to	ToR Yes/No	Chair
Canterbury Natural Hazard Risk Reduction Group	Civil Defence, TAs and Regional Council planners/hazard analysts/strategy /emergency management officers	<p><i>Purpose</i></p> <p>Amongst the myriad of legislation for managing natural hazards, the Group establishes methods of addressing risk that work for Canterbury, and sets a foundation for us to proactively respond to any future national directions. Share resources and experiences to maximise value for money. Aims to achieve agreed ways of working</p> <p><i>In three-year work programme</i></p>	September 2015	Quarterly to Planning Managers Group and annually to CEs Forum	Yes	James Thompson (Civil Defence Emergency Management) <i>Contact:</i> Monique Eade (Environment Canterbury)
Canterbury Records and Information Management Support Group	Information management and/or records management staff from 10 TAs and ECan	<p><i>Purpose</i></p> <p>Share information and resources, provide mutual support. Professional development/support for IRM staff across Canterbury</p> <p><i>Background</i></p> <p>Leonie Robinson set up the equivalent in Northland, and when she relocated from Northland Regional Council to Ashburton District Council, got this started. Almost all Canterbury's local authorities joined immediately, with the last joining recently.</p> <p>Extended to include staff from Nelson, Marlborough and Tasman.</p>	April 2014	Informally to CEs	ToR or charter to be drafted at December meeting	Leonie Robinson (Ashburton DC)
Canterbury Drinking Water Reference Group	Water supply engineers, consents officers and water scientists in consultation with the Canterbury Medical Officer of Health	<p><i>Background</i></p> <p>In light of the Government Inquiry into Havelock North Drinking Water, the CEs Forum sought to have this short-life Group created.</p> <p><i>Purpose</i></p> <p>The Reference Group is to report on the vulnerability of drinking water supply in Canterbury, note contingency plans, and recommend any amendments to current practice as may be required.</p>	September 2016	CEs	Yes	Stefanie Rixecker (Environment Canterbury)

Forum name	Who's involved?	Purpose/Background	When was it formed?	Reports to	ToR Yes/No	Chair
Collaboration Working Group	Hurunui and Ashburton CEs Teresa Wooding (CCC) Mark Low (Timaru DC)	<i>Purpose</i> To develop a process for deciding when to collaborate and how to measure collaboration. Explore pros and cons of collaborative processes in Canterbury, with reference to work being progressed by CCC on the Better Business Case model <i>In three-year work programme</i>	September 2016	CEs and Policy Forum	No	Bill Bayfield (Environment Canterbury)
Freedom Camping Working Group	TA and ECan representatives, private sector, government agencies	<i>Purpose</i> To establish a regional approach to freedom camping issues, while recognising value of freedom camping to the region <i>Aligns with</i> National Responsible Camping forum; CREDS Visitor work stream	March 2016	CEs and Policy Forum	Yes	Wayne Barnett (Mackenzie DC)
Technology Working group	TA representatives SPARK	<i>Background</i> Arose from a suggestion presented by SPARK, CCL and Revera to CEs Forum (August 2016) to form a working group to work towards common outcomes and infrastructures <i>Purpose</i> To explore and identify opportunities to work together and to understand potential benefits from infrastructure that supports and stores data, applications and storage, i.e. infrastructure as a service. <i>Aligns with</i> CREDS Digital Strategy work stream	October 2016	CEs	In draft	Hamish Dobbie (Hurunui DC)
Valuation and Rating Programme	CEs (Selwyn, Waimate) ECan (Director Finance	<i>Background</i> In November 2015, the CEs Forum commissioned Ernst & Young to undertake an investigation of	September 2016	CEs Forum	No	David Ward (Selwyn DC)

Forum name	Who's involved?	Purpose/Background	When was it formed?	Reports to	ToR Yes/No	Chair
Management Group	and Corporate Services), Greg Bell and CCC representative	<p>valuation and rating across the region. The research showed that there are areas for improvement. In August 2016, CEs agreed to progress the work programme and funding.</p> <p><i>Purpose</i></p> <p>Develop and lead a programme of work to further evaluate opportunities for shared valuation and rating services, and progress them</p> <p><i>In three-year work programme</i></p>				

Chief Executives Forum

Item 7

Date: 31 October 2016

Presented by: Hamish Dobbie

Technology Working Group: Terms of Reference and progress report

Purpose

This paper presents draft Terms of Reference and gives a progress report on the Technology Working Group.

Recommendations

That the Chief Executives Forum:

- 1 **note** the establishment of the Technology Working Group
- 2 **agree** to the proposed Terms of Reference
- 3 **note** proposed next steps.

Background

- 1 On 29 August 2016, the Chief Executives Forum heard a proposal from Spark, CCL and Revera to explore opportunities for shared infrastructure that supports and stores data, applications and storage, i.e. infrastructure as a service.
- 2 Chief Executives agreed to the formation of a technology working group to liaise with Spark to explore and identify potential benefits.
- 3 The group, led by Hamish Dobbie, was asked to develop terms of reference.

Terms of Reference

- 4 The draft Terms of Reference are provided in Appendix A.

Proposed next steps

- 5 Hamish will organise a presentation from Spark/CCL/Rivera.
- 6 The Working Group will look at potential opportunities and how they may fit identified needs.

Appendix A

Terms of Reference

Technology Working Group

October 2016

Background and purpose

The Technology Working Group has been set up at the request of the Chief Executives Forum (29 August 2016) to work with Spark/CCL/Revera to:

- explore and identify opportunities to work together
- understand potential benefits from infrastructure that supports and stores data, applications and storage; i.e. infrastructure as a service.

The Working Group has been set up specifically for this project and is not envisaged to continue into the long term.

Reporting

The Technology Working Group will report its findings to the Chief Executives Forum.

Membership and operation of the Working Group

The sponsor of the Working Group is Hamish Dobbie, Hurunui District Council.

The project team members are:

- Miles McConway – Environment Canterbury
- Justin Bagust – Timaru District Council
- Scott Linton – Kaikōura/Hurunui/Mackenzie District Councils
- Andy Hilton – Waimate District Council
- Jeff Millward – Waimakariri District Council (observer)
- Hamish Dobbie – Hurunui District Council (convenor).

The Working Group will meet via teleconference, and meetings will be scheduled as needed.

Initial tasks

- Agree these Terms of Reference
- Arrange a presentation from Spark to understand the Spark offering
- Identify potential opportunities for infrastructure as a service that may be of benefit to Canterbury councils.

Chief Executives Forum

Item 8

Date: 31 October 2016

Presented by: Bill Bayfield

Canterbury Drinking Water Reference Group

Purpose

This paper updates the Chief Executives Forum on the formation, membership, progress to date, and proposed next steps of the newly created Canterbury Drinking Water Reference Group.

Recommendations

That the Chief Executives Forum:

- 1 **note** the formation and membership of the Canterbury Drinking Water Reference Group
- 2 **agree** the draft Terms of Reference (Appendix A), including reporting dates to the Chief Executives and Mayoral Forums
- 3 **note** discussion points raised and identified to date
- 4 **note** that a review of current contingency planning is underway and a cross-organisational contingency plan will be proposed no later than 24 February 2017.

Background

- 1 In light of the Government Inquiry into Havelock North Drinking Water, the Chief Executives Forum established a short-life Canterbury Drinking Water Reference Group. The Reference Group is to report on the vulnerability of drinking water supply in Canterbury, note contingency plans, and recommend any amendments to current practice as may be required.
- 2 In particular, there is a need to:
 - review compliance in the Canterbury region with current regulation
 - identify high-risk drinking water supplies, alongside current measures/plans to mitigate or eliminate these risks
 - review contingency planning and preparedness for contamination response
 - review and develop recommendations on any other measures that may be required to ensure the security of drinking water supplies, including any associated costs of such measures
 - develop a strategy if Canterbury councils are asked for information through the Havelock North Inquiry process.

Membership

- 3 The Reference Group comprises representatives from Environment Canterbury, all Canterbury councils and the CDHB Medical Officers of Health. Council representatives include water supply engineers, consents officers and water scientists.

Meetings and progress to date

- 4 Two meetings have taken place since the formation of the Group, on 4 and 14 October 2016.
- 5 The first meeting clarified the Group's focus on quality of drinking water. Water quantity was discussed and, given the timeframe for the work, the Group agreed that water quantity issues would be limited to recommendations for future work.
- 6 An overview of current regulation and management of drinking water supplies throughout the region was collated as a starting point. Further refinement is underway.
- 7 Both meetings canvassed a variety of possible issues, such as clarification about whether there is a Maximum Acceptable Value (MAV) for cyanobacteria and stock water, the need for a better understanding of preferential flow paths for groundwater ageing, and the ability to have more easily accessible data records. A log of the key issues is being prepared, and associated recommendations will be included in the final report.
- 8 Both meetings highlighted the importance and value of cross-organisational communication and sharing. The Group's willingness to share and work jointly has been evident at all meetings and has enabled genuine progress.
- 9 A cross-organisational contingency planning workshop will be held in November 2016, tentatively scheduled for the week of 7 November 2016.

Appendix A: Canterbury Drinking Water Reference Group (Terms of Reference)

Purpose

In light of the Government Inquiry into Havelock North Drinking Water, the Chief Executives Forum established a short-life Canterbury Drinking Water Reference Group. The Reference Group is to report on the vulnerability of drinking water supply in Canterbury, note contingency plans, and recommend any amendments to current practice as may be required.

In particular, there is a need to:

- review compliance in the Canterbury region with current regulation
- identify high-risk drinking water supplies alongside current measures/plans to mitigate or eliminate these risks
- review contingency planning and preparedness for contamination response
- review and develop recommendations on any other measures that may be required to ensure the security of drinking water supplies, including any associated costs of such measures
- develop a strategy if Canterbury councils are asked for information through the Havelock North Inquiry process.

Membership

The Reference Group will comprise representatives from:

- Environment Canterbury
- Canterbury councils
- Canterbury District Health Board medical officers

Reporting and timelines

Meeting frequency will be determined by the Reference Group; reporting dates are:

- 31 October 2016: Report to Chief Executives Forum
- 25 November 2016: Interim report to Mayoral Forum
- 24 February 2017: Substantive report to Mayoral Forum.

Chief Executives Forum

Item 9

Date: 31 October 2016

Presented by: Hamish Dobbie, Executive Sponsor

Case for change: Three Waters Regional Strategic Assessment

Purpose

This paper reports on work the Canterbury Mayoral Forum commissioned on 29 April 2016.

Recommendations

That the Chief Executives Forum:

- 1 **receive** this update
- 2 **endorse** the approach and findings to date
- 3 **approve** the project charter.

Background

- 1 On 29 April 2016, the Mayoral Forum approved the development of a strategic assessment to determine if there is a 'case for change' in how Three Waters is delivered within the Canterbury region.
- 2 Work was initiated in June 2016 with meetings held with representatives from each district council and Environment Canterbury. The focus was on capturing a better understanding of the current state, drivers for change and future opportunities regarding the delivery of Three Waters services.
- 3 From the meetings and desktop review, key drivers for change were:
 - 3.1 Recommendations from the McGredy Winder report 'Collaboration between Canterbury Local Authorities – progress and opportunities', considered by the Mayoral Forum on 29 April 2016.
 - 3.2 Department of Internal Affairs Better Local Government and Better Local Services programmes aimed at increasing local council collaboration to support their drive to build a more productive, competitive economy and better public services.
 - 3.3 Individual and collective council challenges that may be more effectively tackled on a broader basis.
- 4 Key initial themes identified in the meetings were:
 - 4.1 There was no perceived burning platform for change identified. Current council structures do not inhibit council performance. It is acknowledged that, as a consequence of the Hawke's Bay situation, there is an increased risk that central government may perceive issues with the current set up.

- 4.2 Service Delivery Reviews for Water Services (under Section 17a of the Local Government Act) are progressing at each individual council.
 - 4.3 There are existing areas of collaboration. These have generally been well received with numerous benefits realised, acknowledging that the benefits are often not directly financially focused and may be realised in a medium to long term.
 - 4.4 Opportunities exist regarding extending existing collaboration initiatives, and other areas that can achieve economy of scale benefits. These are not necessarily dependent on geographic location or size.
- 5 Hamish Dobbie is Executive Sponsor. The Engineering Managers Forum, whose membership includes the majority of the agreed representatives for this project, has been confirmed as the team to help develop the strategic assessment and endorse the output prior to reporting to the Chief Executives Forum for approval.

Workshop at the Engineering Managers meeting – 12 October 2016

- 6 The agenda for this workshop was:
- 6.1 To ensure an agreed understanding of the project – as documented in the draft project charter (**Appendix 1**)
 - 6.2 To start the development of an Investment Logic Map (ILM) that will underpin the Strategic Assessment.
- 7 The outputs were:
- 7.1 Concern raised that the Mayoral Forum is not fully aware of this initiative and further communications is required. This has been escalated to the project sponsor.
 - 7.2 Endorsement of the project charter.
 - 7.3 Problem and opportunity themes that will provide input into the first part of the ILM. These are currently being developed and include:
 - 7.3.1 Awareness of the value of Three Waters and Three Waters services
 - 7.3.2 Opportunities to extend the collaborative work already underway.

Next steps

- 8 Key project milestones are:
- 8.1 Final Investment Logic Map – December 2016
 - 8.2 Final Strategic Assessment endorsed by Engineering Managers – March 2017
 - 8.3 Final report to Chief Executives Forum – April 2017.

Regional Strategic Assessment to determine if there is a case for change in the delivery of 3 Waters – Project Charter

Project Purpose and outcomes

Approval was given by the Mayoral forum in mid-2016 to develop a Strategic Assessment that determines if there is a 'case for change' in how water is delivered within the Canterbury region.

The Treasury's Better Business Case (BBC) framework¹ will be used. Investment Logic Maps² will be developed through a series of workshops. These are designed to gather the information and evidence required to complete the strategic assessment.

If it is agreed that there is a case for change, key strategic responses will be outlined together with recommendations. The usual process is then, subject to funding, to progress to a Programme Business case to determine key objectives and outline solution options that could be developed.

Business Need

The key business drivers for this work are:

- Mayoral Forum agreement to investigate the merits of integrating water and waste water delivery, leading to the placement of this work as a major initiative on the Mayoral Forum draft three-year work programme³
- The Department of Internal Affairs' 'Better Local Services'⁴ package, aimed at enabling innovation and collaboration in local government to deliver better local services and infrastructure
- Individual councils have different drivers for increased efficiency including ageing infrastructure, growth, access to expertise and the ability to adapt to an increasingly fast rate of change / resident and visitor expectation

Project Objectives and Success Criteria

The overall objective is to produce a Strategic Assessment that fulfils the 'think' phase of the Investment Management Lifecycle – looking at the possibilities for the delivery of water services at a regional level.

Objective	Success Criteria
Delivery of Strategic Assessment that captures the stakeholder input and articulates the outcomes in an effective way	Positive feedback on the process and outcomes. Endorsement of these from the Engineering Managers Forum. Endorsement from CE Forum and Mayoral Forum of the recommendations and next steps following the Strategic Assessment

¹ <http://www.treasury.govt.nz/statesector/investmentmanagement/plan/bbc/guidance>

² <http://www.dtf.vic.gov.au/Search?keyword=Investment+Logic+Map>

³ Recommendation at CE Forum based on McCredy Winder's Collaboration between Canterbury Local Authorities – progress and opportunities paper

⁴ <https://www.dia.govt.nz/Better-Local-Services>

Regional Strategic Assessment to determine if there is a case for change in the delivery of 3 Waters – Project Charter

Scope

The initial scope will be broad, covering each type of water that may have potential for collaboration between two or more councils. It is expected that future work under the Programme Business case would be focused on a smaller scope.

In-Scope	Out of Scope
Water Supply	Solid Waste
Waste Water	
Storm Water	
Land drainage	
Water races	
Waterway management	
Flood control / management	

The Strategic Assessment will cover the Canterbury region with representation from each council plus Environment Canterbury.

Project Deliverables

- Overview of key themes from initial discussions in August 2016
- Investment Logic Map
- Regional Strategic Assessment
- Recommendations to CE and Mayoral Forums

Funding

The work is expected to be completed within the current financial year. Key project funding will be provided by Christchurch City Council including for PwC input for independence. Time required by stakeholders from each council for meetings, workshops, preparation and reviews will be funded by their individual council.

Milestones

Milestone	Baseline Date
Individual stakeholders identified	1 July 2016 (completed)
Initial meetings with individual stakeholders held	15 July 2016 (completed)
Sponsor confirmed	20 September 2016 (completed)
Update to Stakeholders and preparation for Workshops	7 October 2016 (completed)
Investment Logic Map Workshop 1	11 October 2016 (completed)
Charter and Governance ToR signed off	31 October 2016
Update to CE forum	31 October 2016
Investment Logic Map Workshop 2	TBC (November 2016)
Investment Logic Map Workshop 3	TBC (November 2016)
Investment Logic Map completed	TBC (Aim by mid December 2016)
First draft Strategic Assessment	24 February 2017
Final review and agreement on endorsement to CE forum	31 March 2017
Report to CE Forum	April 2017

Regional Strategic Assessment to determine if there is a case for change in the delivery of 3 Waters – Project Charter

Milestone dates will be confirmed once workshop dates are confirmed. Aim to hold the two further sessions at the next water forum and the next engineering managers' forum, both in November 2016. The Mayoral forum expects the work to be completed and reported on by May 2017.

Constraints, Assumptions, Dependencies, Risks and Issues

Constraints

- Time available by key stakeholders
- Geographic – workshops will require physical presence for maximum value which is hard to achieve given the size of the region

Assumptions

- Although the scope includes all types of water at this stage, there may be opportunities that focus only on certain types such as water and waste water. Outcomes do not need to be for all water types

Dependencies

- Individual council Local Government Act Section 17a reviews

Issues

- TBC

Risks

- Insufficient understanding / buy in of this work at the Mayoral Forum
- Drivers for each individual council may not be similar enough to enable effective collaboration
- Central Government intervention through the Better Local Government programme if our councils are not seen to sufficiently increase collaboration
- Introduction of a monopoly situation with water services if a fully centralised solution is the preferred way forward
- Impact to individual authority sovereignty

Governance and Communications

- Executive Sponsor: Hamish Dobbie
- Governance Support Group – Terms of Reference provided separately
- Communications plan and schedule to be provided separately

Chief Executives Forum

Item 10

Date: 31 October 2016

Presented by: David Ward

Rating and valuation services: Project update

Purpose

This paper reports on progress of the rating and valuation services project.

Recommendations

That the Chief Executives Forum:

- 1 **note** progress, agreements and next steps of the rating and valuation services project.

Background

- 1 On 29 August 2016, the Chief Executives Forum received the findings from research undertaken by Ernst & Young on a valuation and rating scoping investigation.

Discussion and agreement

- 2 The Management Group met on 30 September 2016 to discuss next steps. The meeting focussed on rating matters rather than valuation matters.
- 3 Discussion centred on the biggest risks to Canterbury councils under current rating regimes. These risks include personnel, knowledge base, reliance on (or reliability of) IT solutions, statutory compliance, and potential consequences of getting things wrong.
- 4 The Management Group agreed:
 - to advance these issues as a Canterbury-centric group, developing communication lines and an assistance pool of personnel within each member council
 - that there may be matters where input from external reviewers may be required, and acknowledged recent association with Ernst & Young
 - that current practice of individually obtaining legal advice is adding to collective cost and it would be prudent to establish a common database
 - to undertake an assessment of existing knowledge and training needs for personnel involved in councils' rating teams.

Future considerations

- 5 The Management Group noted that it may be prudent, at some stage, to review IT applications for their consistency. However, noting that as rating databases integrate directly with general ledgers, this may be beyond the scope of the Group. It may also identify financial implications that would be unattractive to councils.

Next steps

- 6 The Management Group agreed to arrange a Rating Officer Forum, preferably to be held before the end of the year, to discuss the following subjects:
 - an internal review of current rating resolutions
 - the establishment of a resource support network among rating officers
 - consideration of a career pathway strategy
 - the establishment of a common legal advice database.
- 7 In parallel with the Rating Officer Forum, the Management Group agreed to establish a steering group to look at options for technology sharing and options for a shared valuation platform.
- 8 The Management Group will meet, initially, on a monthly basis. However, from time to time the Group may need to solicit support either from within respective councils or externally.
- 9 The next meeting will focus on preparation for the Rating Officer Forum, and advancing discussions on valuation platform options.

Chief Executives Forum

Item 11

Date: 31 October 2016

Presented by: Jim Palmer

Regional Stormwater Forum update

Purpose

This paper updates the Chief Executives Forum on progress through the ongoing work of the Canterbury Regional Stormwater Forum (the Forum) toward improving environmental and community outcomes from urban stormwater network discharges.

Recommendations

That the Canterbury Chief Executive Forum:

- 1 **receive** this progress report.
- 2 **approve** continuing the Canterbury Regional Stormwater Forum to seek progress in the following key areas:
 - 2.1 to implement the Canterbury Land and Water Regional Plan
 - 2.2 to seek to address gaps identified in the Best Practice Gap Analysis to continue to develop best practice guidance
 - 2.3 to seek broad community and industry behaviour change in activities at the kerb, drain or 'top of pipe' to improve the quality of stormwater discharges into the receiving environment.
- 3 **approve** further funding of \$25,000 for the 2016/17 year to be sought from the partner councils
- 4 **note** that the proposed funding will resource the work programme outlined in recommendation (2) and also provide for ongoing involvement in the Forum by Mahaanui Kurataiao and Te Rūnanga o Ngāi Tahu representatives
- 5 **note** that the proposed shared services approach could provide the resourcing and expertise for future enforcement and compliance associated with 'higher risk' stormwater discharges into and from reticulated urban networks.

Background

- 1 The Forum, comprised of territorial authorities, Te Rūnanga o Ngāi Tahu, Environment Canterbury, the University of Canterbury, and private consultants with expertise in stormwater management, is seeking to ensure that stormwater consent provisions for asset infrastructure investment and other requirements represent value to communities.
- 2 The quality of surface water in the region is increasingly subject to public scrutiny. The National Policy Statement for Freshwater Management (NPS) provides a recent driver for communities and agencies to work better together to improve the quality of the

region's freshwater resource. In this context, the Forum members are aware of tightening regulations and rising community expectations, and acknowledge the need to collaborate so as to identify and achieve cost effective solutions.

- 3 The Forum is continuing to address stormwater management issues which two earlier fora identified during 2014. The original fora grouped the issues identified by participants into three major themes and assigned these to working groups. The working groups developed their own action plans to address each theme, which have now largely been completed (see Appendix A).
- 4 The Forum is seeking to improve stormwater management in Canterbury through collaboration and resource sharing among participants. Some of its key functions are to build common interpretation and application of regulation, streamline monitoring methods, and further develop and extend awareness of best practice guidance. These actions will assist the region to achieve its environmental outcomes for stormwater management.

Progress to date

- 5 The Forum assembled again on Friday 7 October 2016 to plan a way forward with regards to the management of stormwater. Though continuing its original mandate to improve stormwater consenting, this has expanded to include stormwater design best practice, improving community education/seeking community behaviour change and, most recently, interpreting and applying decisions of Plan Change 4 to the Canterbury Land and Water Regional Plan (LWRP).
- 6 During the meeting the following key issues were considered:
 - updating on progress of the Forum to date
 - stormwater management objectives of Te Rūnanga o Ngāi Tahu
 - implementing decisions on Plan Change 4
 - progressing outstanding actions from the best practice gap analysis
 - improving opportunities for public engagement and behaviour change.
- 7 The Forum was well attended, with 50 representatives drawn from Environment Canterbury, Te Rūnanga o Ngāi Tahu, the Regional Water Management Zone Committee, the University of Canterbury, private sector stormwater consultancies, and most Canterbury territorial local authorities. This demonstrates the continuing relevance of the Forum to stormwater management and environmental outcomes.

Te Rūnanga o Ngāi Tahu

- 8 During the Forum, a presentation from Te Rūnanga o Ngāi Tahu summarised the values and approach of the Papatipu Rūnanga of Canterbury with regard to their input into stormwater management best practice and the consenting process.
- 9 The presentation identified key considerations for nga rūnanga, which are:
 - preference for discharge of stormwater to land or on-site treatment systems
 - engagement with the appropriate rūnanga as early as possible during infrastructure design

- the general support of short consent timeframes so the current generation can review the effects of decisions to which they contributed within their lifetime.
- 10 A project to address gaps in Te Rūnanga o Ngāi Tahu participation in the Forum to date has been identified and scoped. The Waimakariri District Council is presently in the process of engaging Mahaanui Kurataiao to undertake this work on behalf of nga rūnanga.

Implementing Plan Change 4

- 11 Decisions on Plan Change 4 to the LWRP have now been released and their implementation is a key focus of the Forum. The LWRP intends that territorial authorities will, over time, increasingly need to take responsibility for managing discharges into their networks to manage the environmental effects of discharges to the receiving environment in an integrated way.
- 12 The Forum will need to determine how the quality and quantity of discharges into and from reticulated urban stormwater networks can be effectively accounted for. The respective functions of Environment Canterbury and the territorial authorities will also need to be determined. It is recommended that the Regulation and Process Working Group is reconvened and refocused to oversee the implementation of the LWRP.
- 13 A 'shared services' model that could assist to implement the LWRP is in development by Environment Canterbury and territorial authorities in greater Christchurch (Christchurch city, Waimakariri and Selwyn districts). This shared services approach could provide the resourcing, expertise and legal basis for future enforcement and compliance associated with the discharges described above into and from reticulated urban networks.

Best Practice Gap Analysis

- 14 The Forum initiated a discussion among participants about how to address the gaps identified in the Best Practice Gap Analysis. It is proposed that the Technical Design/ Best Practice Group will reconvene in order to prioritise and action projects identified in the gap analysis. Consultants that attended the Forum will, if possible, be provided an opportunity to work on the identified projects.
- 15 The Forum participants recognised the need to promote broad behaviour change to influence communities to take ownership of their own stormwater discharge quality at kerb, local drain or point source. A new working group is suggested to be convened to address these objectives.

Stormwater Forum funding

- 16 The recent Forum expenditure of \$25,000 over two years was sourced from matching contributions each year from the larger partner councils. To date, contributions for the Forum were made from Christchurch City Council, Environment Canterbury, Selwyn District Council, Timaru District Council and Waimakariri District Council. All funds levied to date have been applied to the Forum work programme. This budget was managed informally by the Waimakariri District Council on behalf of the Steering Group.
- 17 It is recommended that an increased budget of \$25,000 is provided for the current financial year. This could consist of \$5,000 contributions from each of the five larger councils noted above. Additional funding could be provided, if needed, through smaller contributions from the other Canterbury councils.

- 18 This funding could also be extended to future years as ongoing forum funding, if supported by the Chief Executives Forum.

Where to From Here

- 19 It is proposed to convene three working groups: (1) Regulation and Process. (2) Technical Design and Best Practice, and (3) Public Education and Behaviour Change, to implement the actions identified by participants during the 7 October 2016 Forum.
- 20 This paper also seeks agreement from the Chief Executives Forum for ongoing funding to be sought from the partner councils so that the work of the Forum can continue. If supported, funding can continue to be administered by the Waimakariri District Council on behalf of the Steering Group.

Appendix A

Project	Working Group	Progress
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 transferring from Environment Canterbury to territorial local authorities
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, and will be refreshed taking account of any new approaches introduced through implementing the 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 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 "Canterbury Stormwater Best Practice Gap Analysis" report is complete and published on the Sharepoint site
Environmental Standards Project	Technical Design Best Practice	A "Stormwater Water Quality Guidelines" 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 "Evaluation of Stormwater Treatment Construction Costs" was approved for publication on the Sharepoint site
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 "Efficient and Effective Management of Projects and Programmes in Existing Urban Areas" 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

Chief Executives Forum

Item 12

Date: 31 October 2016

Presented by: David Bromell, Secretariat

Regional forum meeting schedule 2017

This paper proposes provisional meeting dates for 2017. We are still waiting on 2017 dates from LGNZ. The Secretariat will circulate calendar invitations to the various Forum members.

Recommendation

That the Chief Executives Forum:

- 1 **note** the proposed regional forum meeting dates for 2017.

Date	Forum
First cycle	
Friday 2 Dec 2016	Canterbury Policy Forum
Monday 30 January 2017	Chief Executives Forum
<i>Monday 6 February 2017</i>	<i>Waitangi Day</i>
Friday 10 February 2017	Canterbury Planning Managers Group
Thursday 23 February 2017	CREDS Workshop and Mayoral Dinner
Friday 24 February 2017	Canterbury Mayoral Forum
Second cycle	
Friday 7 April 2017	Canterbury Policy Forum
<i>14-17 April 2017</i>	<i>Easter</i>
<i>Tuesday 25 April 2017</i>	<i>ANZAC Day</i>
Monday 8 May 2017	Chief Executives Forum
Friday 12 May 2017	Canterbury Planning Managers Group
Thursday 25 May 2017	Mayoral Forum working dinner
Friday 26 May 2017	Canterbury Mayoral Forum
Third cycle	
Friday 7 July 2017	Canterbury Policy Forum
Monday 31 July 2017	Chief Executives Forum
Friday 4 August 2017	Canterbury Planning Managers Group
Thursday 24 August 2017	CREDS Workshop and Mayoral Dinner
Friday 25 August 2017	Canterbury Mayoral Forum
Fourth cycle	
Friday 6 October 2017	Canterbury Policy Forum
<i>Monday 23 October 2017</i>	<i>Labour Day</i>
Monday 30 October 2017	Chief Executives Forum
Friday 3 November 2017	Canterbury Planning Managers Group
Thursday 30 November 2017	Mayoral Forum Dinner
Friday 1 December 2017	Canterbury Mayoral Forum