

Agenda

Canterbury Mayoral Forum

Date: Friday 24 February 2017

Time: 9.00am to 12.00noon

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

Attendees: **Mayors and Chair:** Lianne Dalziel (Chair), Damon Odey (Deputy Chair), Winston Gray, Winton Dalley, David Ayers, Sam Broughton, Donna Favel, Graham Smith, Craig Rowley, Gary Kircher, David Bedford (Environment Canterbury)

Chief Executives: Angela Oosthuizen, Hamish Dobbie, Jim Palmer, David Ward, Andrew Dalziel, Bede Carran, Wayne Barnett, Stuart Duncan, Michael Ross, Miles McConway (acting)

In attendance: Michael Lester, Chair, NZ Community Boards Executive (item 4)
Tom Hooper, Canterbury Development Corporation (item 5)
Gerard Cleary, Chair, Regional Stormwater Forum (item 10)

Secretariat: David Bromell, Anna Puentener, David Perenara-O'Connell
Louise McDonald (minutes)

Apologies: Bill Bayfield, Dr Karleen Edwards

Time	Item	Person
9:00	1. Welcome, introductions and apologies	Chair
	2. Confirmation of Agenda	
	3. Minutes from the previous meeting	
	3.1. Confirmation of Minutes, 27 January 2017	
	3.2. Action points	
9:10	4. Presentation: NZ Community Boards Conference, 13–14 May 2017	Michael Lester
9:20	5. Canterbury Regional Economic Development Strategy (CREDS)	Chair
	5.1. Reflection on workshop and direction setting	
	5.2. Process to develop/launch a refreshed CREDS (verbal)	David Bromell
	5.3. Alignment with Christchurch Economic Development Strategy	
9:50	6. The case for Canterbury: next steps (verbal)	Jim Palmer
10:05	7. Review of earthquake recovery process (verbal)	Jim Palmer
10:20	<i>Morning tea</i>	
10:35	8. Future of Canterbury Economic Development Co. Ltd	Bede Carran
10:50	9. Chief Executives Forum report	Jim Palmer
	9.1. 3-year work programme, 2017–19	
	9.2. Working together for Canterbury	
	9.3. Regional working groups review	
11:20	10. Regional stormwater forum report	Gerard Cleary
11:35	11. Meeting dates/venues for 2017	Secretariat
11:45	12. General business	
	12.1.	
12:00	<i>Lunch</i>	

CANTERBURY MAYORAL FORUM

**FRIDAY 27 JANUARY 2017 COMMENCING AT 9.00 AM
COMMODORE HOTEL, 449 MEMORIAL AVENUE, BURNSIDE, CHRISTCHURCH,**

PRESENT

Members:

Ashburton District Council	Mayor Donna Favel Andrew Dalziel
Christchurch City Council	Mayor Lianne Dalziel Dr Karleen Edwards
Environment Canterbury	Chair David Bedford Bill Bayfield
Hurunui District Council	Mayor Winton Dalley Hamish Dobbie
Kaikōura District Council	Mayor Winston Grey Angela Oosthuizen
Mackenzie District Council	Mayor Graham Smith
Selwyn District Council	Mayor Sam Broughton David Ward
Timaru District Council	Mayor Damon Odey Bede Carran
Waimakariri District Council	Mayor David Ayers Jim Palmer
Waimate District Council	Mayor Craig Rowley
Waitaki District Council	Mayor Gary Kircher Michael Ross

In Attendance:

Anna Elphick (Canterbury Development Corporation) for items 4 and 10
Kim Tay and Michael Prentice (Interbrand) for item 4
Cr David Caygill and Don Chittock (CWMS Programme Manager) for item 12
David Bromell, Anna Puentener and Louise McDonald (secretariat)

1. WELCOME

Jim Palmer welcomed members to the Canterbury Mayoral Forum meeting and explained that he would chair the meeting until the new chair was selected (item 5).

Apologies were received from CEOs Wayne Barnett and Stuart Duncan.
Apologies for lateness were received from Environment Canterbury Chair David Bedford and CEO Bill Bayfield.

2. CONFIRMATION OF AGENDA

No additional items were identified.

3. MINUTES OF CANTERBURY MAYORAL FORUM MEETING: 24 June 2016

The minutes of the meeting held on 24 June 2016 were confirmed and the action points were noted.

4. THE CASE FOR CANTERBURY

Kim Tay and Michael Prentice, Interbrand, joined the meeting and presented a draft Canterbury brand story.

Mr Prentice explained that the presentation was a draft and has been developed following discussions with a working group and research that included engaging with focus groups. Interviews were undertaken with a range of people from sectors including education, tourism, farming, Ngāi Tahu, technology, food manufacturing and agribusiness.

The proposed Canterbury story contains four pillars:

- Energised by nature
- Regional powerhouse with a vibrant city heart
- Pioneering mind set
- Generous spirit.

The Canterbury Story has been created to fit with the New Zealand story: open spaces; open hearts; open minds and the Christchurch Story: city of opportunity.

Ms Tay illustrated how the Canterbury Story would be developed to provide resources to use when promoting Canterbury including: images; infographics; videos; presentations; case studies and research.

The next steps would be to finalise the presentation, with feedback from the Forum, and produce some guidelines for use.

The Forum endorsed the draft story and liked its clarity and how it fits in the New Zealand and Christchurch stories. The following feedback was provided:

- Include explicit reference to the variety of living spaces in Canterbury including the cities and towns in the story and in the images.
- Review the use of the words 'without compromising' in the introduction for a more positive term.
- The story will need to be refreshed and reviewed.
- The Canterbury story will be useful for the nine councils but not for Waitaki District, being in Otago.
- Discuss at Local Government zone 5 & 6 meeting consideration of a South Island story. Joining together and being more strategic would be valuable when promoting our story overseas.
- This initiative should be used to encourage districts to share their stories with each other and include the people who already live here.

A final version of the report will be presented to the next meeting of the Forum.

Ms Tay and Mr Prentice were thanked for their presentation.

5. SELECTION OF CHAIRPERSON

Jim Palmer introduced this item and explained the two voting systems outlined in the report attached to the agenda.

Resolved

That voting system A be used for the selection of the Canterbury Mayoral Forum Chairperson.

Mayor Broughton/Mayor Dalley

David Bedford arrived at 9.45 am

Jim Palmer called for nominations for the chairperson.

Mayor Kircher nominated Mayor Odey, seconded by Mayor Smith
Mayor Dalley nominated Mayor Dalziel, seconded by Mayor Broughton.

The two nominees made a brief statement in support of their nomination.

Jim Palmer then called for a vote, by show of hands.

Mayor Lianne Dalziel was elected as Chair of the Canterbury Mayoral Forum.

6. SELECTION OF DEPUTY CHAIRPERSON

Mayor Dalziel assumed the chair at 9.52 am and called for nominations for Deputy Chairperson.

Mayor Smith nominated Mayor Odey, seconded by Mayor Rowley

There being no other nominations Mayor Odey was elected as Deputy Chairperson of the Canterbury Mayoral Forum.

7. TRIENNIAL AGREEMENT 2017–19

Jim Palmer introduced this item and referred members to pages 4 and 5 of the Briefing for Incoming Mayors/Chair (updated January 2017) and the appended draft Triennial Agreement 2017–19 and Charter of Purpose that had been prepared by the previous forum.

Mayor Broughton spoke in support of having Ngāi Tahu represented on the Forum. Mr Palmer explained that this had been discussed with the kaiwhakahaere of Te Rūnanga o Ngāi Tahu. Their preference was to engage with the forum, rather than join, as they were not a local authority and can have a separate view. The kaiwhakahaere was regularly invited to attend meetings of the forum.

There was a discussion about the concept of the Mayoral Forum and the importance of Mayors and the Chair keeping their councils informed of what the Forum was doing. While the Mayoral Forum is not a statutory body, it is the primary mechanism to give effect to a statutory requirement (the Triennial Agreement). The Mayoral Forum's Charter of Purpose (terms of reference) is part of the Triennial Agreement. The value of the Forum is that it can advocate with a collective 'voice' for the region.

Resolved

That the draft Triennial Agreement 2017–19 be approved for ratification by each member council.

Mayor Ayers/Mayor Odey

8. MAYORAL FORUM CHARTER OF PURPOSE

In discussion, the Forum agreed to retain clause 5(b), which provides for a Deputy Mayor or Chair to represent a council when the Mayor or Chair is unavailable. Members were encouraged to make every effort to attend meetings to maintain relationships and provide continuity.

Resolved

That the Draft Mayoral Forum Charter of Purpose 2017–19 be adopted.

Mayor Dalley/Mayor Ayers

9. INFORMATION SHARING AND REFLECTION ON EARTHQUAKE RECOVERY

Mayor Gray acknowledged the help provided to the Kaikōura District from Canterbury and throughout New Zealand.

He explained that the key note from this event was isolation. This was not just the closure of the state highway, but also communication and the isolation of small communities like Goose Bay. Without phone or cellphone coverage, the use of public meetings became vital. Kaikōura was lucky that volunteers were able to operate the local radio station.

Mayor Gray stressed the importance of assisting the Controller with local knowledge.

Mayor Dalley observed the vast difference between an urban event and a rural event. Damage and destruction to land, water supplies, milking sheds and other agricultural infrastructure is not always visible just by driving through a district. He said it is important the local people be involved in decision making about response and recovery. Local knowledge of people, infrastructure and geography and the need for flexibility was very important.

Hamish Dobbie explained that for small councils it was often difficult to provide the level of information required by central Government in very tight timeframes.

Mayor Dalziel said that engagement with central government is a matter that will be picked up by the Canterbury Civil Defence Emergency Management Group Joint Committees.

Jim Palmer raised the issues of strategic transport, security of fibre for telecommunications and the timeframes for business cases to be provided to central government. It was agreed that the Forum will provide support to the councils as they respond to requests from central government for information associated with consideration of the business cases.

Resolved

That the Canterbury Mayoral Forum supports Kaikōura and Hurunui District Councils in the development of their business cases to central government and their response to any associated information requests.

Mayor Dalziel/Mayor Rowley

Both Mayors said that they were very grateful for the generosity of people across New Zealand and were overwhelmed by the food and goods that were provided.

Mayor Gray thanked all the councils and Environment Canterbury for their help and support.

At the dinner the previous evening Angela Oosthuizen had expressed appreciation for the assistance provided by Bill Bayfield and Environment Canterbury in funding and assisting with the initial feasibility study for the emergency works needed for the remediation and restoration of the harbour. This remediation of the harbour is vitally important for the recovery of the Kaikōura district.

She thanked Jim Palmer for his help with the development of an initial recovery planning framework.

Christchurch City Council was extremely supportive in providing resources to assist with community consultation. The support and visits from Mayor Dalziel and Environment Canterbury Chair Bedford were appreciated.

The meeting adjourned between 10.55 and 11.10 am.

10. CANTERBURY REGIONAL ECONOMIC DEVELOPMENT STRATEGY

Anna Elphick, Canterbury Development Corporation, was welcomed to the meeting.

Dr David Bromell presented this item and invited members to review the list of Canterbury Regional Economic Development Strategy (CREDS) leads: page 6 of the Briefing for Incoming Mayors (updated January 2017).

There was discussion about the Forum's role with regional transport and it was suggested that the Forum should provide an overview and input into the Regional Transport Committee, without adding another layer.

Cr Caygill noted that a lot of work was being done by the zone committees and confirmed that he was happy to continue in a liaison role for freshwater management and irrigation infrastructure.

The following leads for the CREDS work programme were confirmed

Integrated regional transport planning and investment	Winton Dalley	Hurunui
Digital connectivity	Damon Odey	Timaru
Freshwater management and irrigation infrastructure	David Caygill	Environment Canterbury
Value-added production	Craig Rowley	Waimate
Education and training for a skilled workforce	David Ayers	Waimakariri
Newcomer and migrant settlement	Donna Favel Sam Broughton	Ashburton Selwyn
Regional visitor strategy	Winston Gray Sam Broughton	Kaikōura Selwyn

Resolved

That the Canterbury Mayoral Forum:

- 1. write to Simon Moutter (Managing Director) and Paul Deavoll (Head of South Island), congratulating Spark NZ on the completion of its 4G upgrade in Canterbury, thanking Spark for its contribution to the economic development of our region, and offering to work with Spark to publicise its achievement**
- 2. direct the secretariat to work with Spark NZ, the chair of the Mayoral Forum, the lead Mayor for digital connectivity, member councils and the Connected Canterbury reference group to publicise the completion of a significant action in the Canterbury Digital Strategy**

Mayor Odey/Mayor Favel

Resolved

That the Canterbury Mayoral Forum:

- 3. agree to review and refresh the Canterbury Regional Economic Development Strategy and identify opportunities to merge the Strategy with the Christchurch Economic Development Strategy during this triennium to create a single strategy for Christchurch and Canterbury.**

Mayor Dalziel/Mayor Odey

Resolved

That the Canterbury Mayoral Forum:

- 4. approve the draft agenda for a workshop with the CREDS reference group on 23 February 2017 (subject to confirmation of the workshop date)**
- 5. discuss with Helen Wyn (Senior Regional Official for Canterbury) opportunities to launch the refreshed Canterbury Economic Development Strategy with Ministers**
- 6. note progress on significant projects and correspondence received from Spark New Zealand, the Office of the Clerk, the Prime Minister and Minister of Tourism, and the Minister for Tertiary Education, Skills and Employment.**

Mayor Dalziel/Mayor Rowley

11. 3-YEAR WORK PROGRAMME 2017-2019

The 3-year work programme contained in the Briefing for Incoming Mayors January 2017 was noted. The Chief Executives Forum provides oversight of its implementation and reports to the Mayoral Forum quarterly.

12. CANTERBURY WATER MANAGEMENT STRATEGY UPDATE

Cr David Caygill presented the Canterbury Water Management Strategy update and highlighted two matters:

- The significance of the changes to the regional approach to farm nutrient management as a result of Plan Change 5 to the Land and Water Regional Plan.
- The work being done by Zone Committees developing local solutions, in particular the Waimakariri Zone Committee's community consultation on zone specific rules.

Resolved

That the Canterbury Mayoral Forum receive the Canterbury Water Management Strategy update.

Mayor Broughton/Mayor Rowley

13. CHIEF EXECUTIVES FORUM

Jim Palmer presented the report from the Chief Executives Forum.

Resolved

That the Canterbury Mayoral Forum receive the report from the Chief Executives Forum.

Mayor Dalziel/Mayor Smith

14. MEETING DATES/TIMES/VENUES FOR 2017

The meeting dates for 2017 were considered.

For some councils the proposed workshops scheduled for the Thursday afternoon before the Friday forum meeting clashed with their Council meetings.

Mayors asked for CREDS workshops and Mayoral Forum meetings to be at the same venue.

Noting that the logistics may be difficult, there was support for meeting outside of Christchurch where possible.

David Bromell undertook to work with the Forum Chair to finalise workshop and meeting dates and venues for report to the next meeting.

15. GENERAL BUSINESS

15.1 Submission on Health (Fluoridation of Drinking Water) Amendment Bill

Dr Karleen Edwards explained that the Christchurch City Council submission on the Amendment Bill was about process, not the merits of fluoridation. The Council's view was that the decision maker should pay for the implementation of their decision. The Council was also concerned that the Bill made no provision for the Government or the District Health Boards to consult with the community.

There was agreement that the situation for Christchurch City was different than for the other Canterbury Councils. For the other councils it was a health issue for government to decide and fund, in line with the Local Government New Zealand (LGNZ) approach.

The Forum's submission therefore would support the LGNZ approach and would note that due to its unique circumstances, the Christchurch City Council would be making a separate submission.

The Forum's Deputy Chair, Mayor Odey agreed to represent the Mayoral Forum at the Select Committee.

Resolved

That the Canterbury Mayoral Forum endorse a submission on the Health (Fluoridation of Drinking Water) Amendment Bill, noting that due to its unique circumstances, the Christchurch City Council position is different.

Mayor Rowley/Mayor Odey

15.2 Mayoral Forum and Sister Cities New Zealand Annual Conference

A letter from the Invercargill City Council dated 9 December 2016, inviting members to attend a Mayoral Forum on Thursday 4 May 2017 followed by the Sister Cities Annual Conference.

Some Mayors advised that they were attending the Conference.

CLOSURE

The meeting closed at 12.15 pm.

Action Points

Canterbury Mayoral Forum

As at February 2017

Forum Date	Subject	Actioned by	Deadline	Status
29 Apr 2016	Paper to the Mayoral Forum on the Canterbury Economic Development Company	Bede Carran / Secretariat	25 Feb 2017	Agenda item 8, 24 Feb 2017
27 Jan 2017	Discuss the Canterbury story at Zone 5-6 meeting to assess interest in working together to develop a South Island story	Chair / Mayors	31 Mar 2017	
27 Jan 2017	All Councils to be invited to ratify Triennial Agreement and Mayoral Forum Charter of Purpose	Chief Executives / Mayors	1 March 2017 if possible	A pro forma Council paper has been circulated to all CEs
27 Jan 2017	Reply to letter from Paul Deavoll, Spark NZ	Lianne Dalziel / Damon Odey	7 Feb 2017	Complete
27 Jan 2017	Identify opportunities to align and integrate the CREDS and CEDS	Secretariat / CDC	24 Feb 2017	In progress
27 Jan 2017	Discuss with Helen Wyn (Senior Regional Official) opportunities to launch the refreshed CREDS with Ministers	Chair / secretariat	24 Feb 2017	In progress
27 Jan 2017	Review workshop and meeting dates and venues for 2017 and opportunities to meet outside of Christchurch over the course of the triennium	Chair / secretariat	24 Feb 2017	Agenda item 11, 24 Feb 2017
27 Jan 2017	Revise draft regional submission on Health (Fluoridation of Drinking Water) Amendment Bill in light of discussion and submit over Mayor Odey's signature and circulate to all Mayors and CEs	Secretariat	2 Feb 2017	Complete

See the regional forums website (www.canterburymayors.org.nz) for photographs of the [Mayoral Forum](#) and [Chief Executives Forum](#).

Canterbury Mayoral Forum

Item 8

Date: 24 February 2017

Presented by: Bede Carran, Chief Executive, Timaru District Council

Canterbury Economic Development Company Ltd

Purpose

This paper proposes to wind up the Canterbury Economic Development Company Ltd (CED Co).

Recommendations

That the Canterbury Mayoral Forum:

- 1 **agree** that CED Co should be wound up and application made to the Registrar of Companies for its removal from the Register
- 2 **agree** that each shareholder be asked to resolve that CED Co be wound up and application made to the Registrar of Companies for its removal from the Register.

Background

- 1 CED Co was formed on 9 October 2008 by ten Canterbury councils (all councils of the Canterbury Mayoral Forum other than Waitaki District Council).
- 2 CED Co was established as a result of a national regional development funding programme that was instigated by the government at that time. Funding from the New Zealand Trade and Enterprise Regional Strategy Fund was only accessible as a single application made by the entire region, hence the need to establish CED Co. The purpose of the Fund was to support transformational economic development projects that would benefit regions.

About CED Co

- 3 CED Co is a council-controlled organisation (CCO). The nine appointed directors of CED Co are Jane Annear, Bill Bayfield, Bede Carran, Kelvin Coe, David East, Nicholas Harris, Tom Hooper, Angus McKay and Jim Palmer.
- 4 There are ten shareholders who hold an equal number of shares (ten per shareholder). Shareholders are Timaru District Council, Ashburton District Council, Hurunui District Council, Selwyn District Council, Canterbury Regional Council, Waimate District Council, Kaikōura District Council, Christchurch City Council, Mackenzie District Council, and Waimakariri District Council.
- 5 CED Co has been inactive for the past five years and holds \$13.99 in funds as at 15 February 2017.

- 6 The company record link is <http://www.companies.govt.nz/co/2175166>.

CED Co from 2008–2011

- 7 CED Co's funding bid in 2008 was successful, and central government funding was paid into the company (alongside local government funding), and then dispersed to a variety of projects run by different parts of the region. An extract from the front end of CED Co's Annual Report of 2010 is appended, to demonstrate the nature and extent of the funding and activities that were undertaken in this period.
- 8 Once the initial programme was completed, CED Co was left in place in case there were any further opportunities for region-wide funding activities.

CED Co from 2011–2016

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

The implications of continuing CED Co

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

The future of CED Co

- 15 In light of the implications of continuing CED Co, the Chief Executives Forum discussed the future of the company at its meeting on 29 August 2016. Chief Executives discussed whether CED Co should be disestablished, or whether there will be a renewed focus on and investment in ensuring that CED Co meets its obligations.
- 16 In this context, the Chief Executives Forum noted that:
- there is no apparent current need for CED Co – the NZTE Research Strategy Fund closed on 30 June 2010
 - if a CCO is required for future collaboration and/or funding applications, it would likely be more appropriate to set up a new company (if a company is required), rather than try to adapt CED Co's current Constitution. For example, if a shared services CCO was established, the Constitution would need to reflect the requirements for delivery of shared services.
 - the direct and indirect costs of operating CED Co are greater than the balance of funds currently held, and may be difficult to justify in the absence of the identification of a future possible use for the company
 - the disestablishment of CED Co will have no impact on collaborative or other work being undertaken in the Canterbury region, and would not provide a barrier to any future work.
- 17 The Chief Executives resolved to recommend to the Canterbury Mayoral Forum that CED Co be wound up as it has no current activity or purpose.
- 18 CED Co directors at a meeting on 6 October 2016 also resolved to recommend to the Mayoral Forum to wind up CED Co for the same reasons as identified by the Chief Executives Forum.

Next steps

- 19 If the Mayoral Forum agrees to the windup of CED Co, legal advice is required to ensure the correct process is followed.
- 20 A decision to disestablish CED Co would be formalised by removing CED Co from the Companies Register. CED Co can be removed from the Register if the following requirements are fulfilled:
- CED Co ceases to carry on business, discharges all liabilities to all known creditors, and distributes surplus assets in accordance with its Constitution (unless there are no surplus assets)
 - there is a special resolution of the shareholders resolving that CED Co be wound up on the basis that it has ceased to carry on business
 - the Board requests the Registrar of Companies to remove CED Co from the New Zealand Register, with the sanction of a special resolution of shareholders.
- 21 A special resolution means a unanimous resolution approved by all shareholding councils.

CANTERBURY ECONOMIC DEVELOPMENT COMPANY LIMITED

ANNUAL REPORT 2010

CHAIRMAN'S REPORT

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

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

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

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

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

Approved projects in the January & March 2010 Funding Rounds

Project 1 – Canterbury Regional Water Infrastructure Programme

This project is lead by Canterbury Regional Council.

Total project cost \$358,000

NZTE contribution \$208,000

Regional contribution \$150,000

Project 2 – Canterbury Regional Food & Wine Trail

This project is lead by Enterprise North Canterbury.

Total project cost \$158,480

NZTE contribution \$103,480

Regional contribution \$55,000

Project 3 – The Blueprint Farm Business Plan Project

This project is lead by Aoraki Development Trust.

Total project cost \$63,210

NZTE contribution \$50,960

Regional contribution \$55,000

Project 4 - Canterbury Broadband Project

This project is lead by Selwyn District Council.

Total project cost \$73,080

NZTE contribution \$58,000

Regional contribution \$14,500

Project 5 - Rural Technology Transfer Project

This project is lead by Enterprise North Canterbury.

Total project cost \$201,000

NZTE contribution \$101,000

Regional contribution \$100,000

Project 6 - Canterbury Regional Innovation System – Agriculture Extension

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

Total project cost \$158,250

NZTE contribution \$126,160

Regional contribution \$32,000

Declined Projects

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

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

Canterbury Mayoral Forum

Item 9

Date: 24 February 2017

Presented by: Jim Palmer, Chair, Chief Executives Forum

Chief Executives Forum report

Purpose

This paper reports on the recent work of the Chief Executives Forum, which met on 3 February 2017.

Recommendations

That the Canterbury Mayoral Forum:

- 1 **confirm** that the three-year work programme 2017–2019 (Item 9.1) reflects the Canterbury Mayoral Forum’s priorities for 2017
- 2 **note** the work completed by the Policy Forum and Chief Executives Forum on principles and processes for working together in Canterbury (Item 9.2)
- 3 **note** work underway to identify central government regulatory proposals that may require a regional response in 2017
- 4 **note** the change in arrangements for regional groups and forums to improve their effectiveness and ensure alignment with regional priorities (Item 9.3).

Progress report

- 1 The Chief Executives Forum met on Friday 3 February 2017.

Three-year work programme

- 2 The three-year work programme was included in the *Briefing to Incoming Mayors/Chair* (Appendix 3, pp 28–29). The programme is updated as new projects arise and work is progressed and completed. Agenda item 9.1 includes updates on work programme progress since 27 January 2017.
- 3 Mayors are invited to confirm that the three-year work programme addresses Canterbury Mayoral Forum priorities for 2017–19.

Working together for Canterbury

- 4 The Chief Executives Forum and Policy Forum have developed principles and processes for working together. This work arose from the need to understand the costs and benefits of working collaboratively, and to agree a decision framework for how we can do this most effectively and efficiently.

- 5 The report for agenda item 9.2 outlines principles to guide decision-making about working together, criteria for prioritising further collaboration, a decision framework for working together and a policy and process for joint advocacy (correspondence and submissions).

Regional submissions 2017-2018

- 6 The Canterbury Policy Forum is identifying central government regulatory proposals that may require a regional response in 2017.
- 7 Councils are encouraged to take leadership on regional submissions, and training is planned for staff who may not have had the opportunity to develop skills in writing effective submissions.

Regional working groups review

- 8 There are numerous technical and special issue working groups operating across the region, and a recent review demonstrated an opportunity to improve their effectiveness and ensure alignment with regional priorities.
- 9 Agenda item 9.3 gives an overview of the review and new arrangements agreed by Chief Executives, which will ensure that the region's considerable resources and expertise are used most effectively.

Working groups

- 10 Chief Executives received updates from the following working groups. Projects are on track.
 - Canterbury Drinking Water Reference Group – final report due to Canterbury Mayoral Forum on 26 May
 - Rating and valuation services project
 - Long-term plan working group
 - Three Waters Strategic Assessment project
 - Technology working group.

9.1: Mayoral Forum draft three-year work programme 2017–19

Objective: Work together to achieve efficiencies, deliver effective local services, build capability and speak with one strong Canterbury voice.

Key to acronyms

CCC Christchurch City Council

CEF Chief Executives Forum

CEMG Canterbury Engineering Managers Group

CMF Canterbury Mayoral Forum

CPF Canterbury Policy Forum

CREDS Canterbury Regional Economic Development Strategy

ECan Environment Canterbury

LGNZ Local Government New Zealand

MBIE Ministry of Business, Innovation & Employment

NES National Environmental Standard

NPS National Policy Statement

WHAT	WHEN	TASK	SPONSOR	LEAD	STATUS / NEXT STEPS
Major Initiatives (to be agreed by Mayoral Forum 2016–19)					
1. Refresh and relaunch the CREDS	30 April 2017	<ul style="list-style-type: none"> re-visit and revise priority actions for 2016 identify opportunities to align and integrate the Strategy with the Christchurch Economic Development Strategy 	CMF	Lead Mayors	<ul style="list-style-type: none"> lead Mayors agreed 27 Jan 2017 workshop with CREDS reference group 23 Feb 2017 refreshed CREDS launch by 30 April 2017
2. Continue implementation of CREDS	Ongoing	<ul style="list-style-type: none"> implement action plans and report to CMF quarterly and to CREDS reference group six monthly 	CMF	Lead Mayors	<ul style="list-style-type: none"> ongoing
3. Continue to monitor implementation of the CWMS	Ongoing	<ul style="list-style-type: none"> CWMS reports quarterly to CMF 	CMF	ECan	<ul style="list-style-type: none"> CWMS reported to CMF 27 January 2017, focusing on zone committees and regional committee representation post-local body elections next report May 2017
4. Collaboration working group		<ul style="list-style-type: none"> identify a project sponsor and project team, and commission this work develop a framework for deciding what to work together on, when and why – and for evaluating the costs and benefits of joint initiatives pre- and post-project clarify the process for deciding what to make joint submissions on review the 3-year work programme and scope likely costs and potential sources of funding and report back to CEF by March 2017 develop a formula for a fair apportionment of costs across councils for consideration by the CEF 	CEF	Bill Bayfield	<ul style="list-style-type: none"> working group identified Sep 2016 draft report presented to CEF 31 Oct 2016 – referred to CPF meeting 2 Dec 2016 for discussion and feedback to CEF meeting on 3 Feb 2017 agenda item 9.2; complete
5. Strategic assessment of the case for change in delivery of 3 Waters	May 2017	<ul style="list-style-type: none"> regional assessment of the case for change for 3 Waters using Investment Logic Mapping workshops facilitated by the CCC team by Dec 2016 final strategic assessment to go to CEMG for endorsement March 2017 final report to CEF April 2017 if a regional case for change is identified and agreed, develop business model options (with funding) to deliver desired results defer strategic assessment for Transport until at least Nov 2016 in light of findings to date from Water assessment and other related transport collaborative initiatives 	CEF / Hamish Dobbie	CCC	<ul style="list-style-type: none"> Council representatives appointed (July 2016) endorsement from CEMG 11 Oct 2016 reported to CEF 31 Oct 2016 reported to CEF 3 Feb 2017
Minor to mid-sized initiatives					
6. Stormwater management planning and consenting	Ongoing	<ul style="list-style-type: none"> CEF established a regional stormwater forum in 2014 to improve environmental and community outcomes from urban stormwater network discharges 	CEF	Regional Stormwater Forum	<ul style="list-style-type: none"> reported to CEF 31 Oct 2016 agenda item 10, 24 Feb 2017
7. Canterbury drinking water	Feb 2017	<ul style="list-style-type: none"> in response to the Havelock North drinking water contamination incident: report on the vulnerability of drinking water supply in Canterbury, note contingency plans and recommend any amendments to current practice as may be required 	CEF	Bill Bayfield	<ul style="list-style-type: none"> interim report to CEF 31 Oct 2016 progress report to CEF 3 Feb 2017 final report to CMF 26 May 2017
8. Valuation and rating services	Mar 2017	<ul style="list-style-type: none"> establish a valuation and rating programme management group to develop and lead a programme of work to further evaluate opportunities for shared valuation and rating services and progress them 	CEF	David Ward / Bede Carran	<ul style="list-style-type: none"> initial investigation (Ernst & Young) reported to CEF 29 August 2016 and funding approved for stage 2 reported to CEF 31 Oct 2016 – on track reported to CEF 3 Feb 2017 – on track
9. Long-Term Plan working group	Jun 2018	<ul style="list-style-type: none"> identify opportunities to work together in developing 2018–28 Long-Term Plans (e.g. population analysis, infrastructure strategies, financial strategies, levels of service, consistency of presentation) – building on collaboration on 2015–25 LTPs 	CPF	David Ward	<ul style="list-style-type: none"> working group met 22 Nov 2016 and reported progress to CPF 2 Dec 2016 reported to CEF 3 Feb 2017 – on track

WHAT	WHEN	TASK	SPONSOR	LEAD	STATUS / NEXT STEPS
10. Health and safety collaboration	Feb 2017	<ul style="list-style-type: none"> re-constitute the 'virtual team' as a regional working group reporting to CEF the existing team to prepare terms of reference for consideration by CEF 	CEF	David Ward	<ul style="list-style-type: none"> interim report to CEF 31 Oct 2016 ToR agreed by CEF 3 Feb 2017
11. Natural hazard risk management	Ongoing	<ul style="list-style-type: none"> monitor natural hazards management reform (including climate change impacts, mitigation and adaptation) and possible emergence of an NPS in 2018 prioritise tasks and project leads by Dec 2016 and report progress by May 2017 report annually to CEF 	CEF	Bill Bayfield	<ul style="list-style-type: none"> regional approach to risk signed off by all councils in May 2016 report to CEF 8 May 2017
12. Contaminated land shared services	Ongoing	<ul style="list-style-type: none"> deliver contaminated land technical support shared services to all councils monitor development of NES report progress by May 2017 	CPF	Bill Bayfield	<ul style="list-style-type: none"> funding model likely to be reviewed as a result of report to CEAG Oct 2016 ECan submitted on the draft NES 14 Oct 2016 report to CEF 8 May 2017
13. Canterbury Economic Development Co. Ltd	Feb 2017	<ul style="list-style-type: none"> review whether this council-controlled organisation as currently structured is fit for purpose and whether it should be wound up and removed from the Companies Register 	CEF	Bede Carran	<ul style="list-style-type: none"> CEF discussed 29 August 2016 discussed with Directors Oct 2016 reported to CEF 31 Oct 2016 agenda item 8, 24 Feb 2017
14. Procurement of business inputs, e.g. insurance, digital transformation and 'infrastructure as a service'	August 2016	<ul style="list-style-type: none"> identify shared insurance/brokerage options commission a technology working group with Spark, CCL and Revera and refine terms of reference to scope opportunities for a collaborative platform (mobility, networking, cloud services, service management, technology leadership) to deliver better local services ('infrastructure as a service') 	CEF CEF	Jim Palmer Hamish Dobbie	<ul style="list-style-type: none"> awaiting outcome of LGNZ review of risk management and insurance arrangements technology working group met to agree terms of reference 7 Oct 2016 reported to CEF 31 Oct 2016
15. Build on Canterbury Maps shared service	Ongoing	<ul style="list-style-type: none"> continue bi-annual survey to inform future development and improvements from users improve data sharing and update methods for TAs and other partners contributing data to combined datasets website refresh with 3D display and analysis to enhance user experience – with a mobile app build an all-of-Canterbury e-Plan application to include all regional and district plans identify and develop TA-specific applications 	CEF	Bill Bayfield	<ul style="list-style-type: none"> 3-year work programme approved by regional CIOs (reviewed annually) and budget approved by regional CFOs 2 FTEs hired, training and support for councils planned new website work programme on track (contains district council functionality) for launch by December 2016.
16. Engineering services and common standards	Ongoing	<ul style="list-style-type: none"> investigate opportunities to increase consistency of engineering standards across the region (Engineering Codes of Practice), in order to: <ul style="list-style-type: none"> improve consistency across the region, particularly in relation to subdivisions help contain contract prices (more consistent specifications aid designers and contractors) reduce administrative effort/cost of maintaining the standards share knowledge, systems and resources between councils. 	CEF	Wayne Barnett / CEMG	<ul style="list-style-type: none"> CEMG discussed 11 October 2016
17. Building control and regulatory co-ordination	Ongoing	<ul style="list-style-type: none"> investigate and progress joint processing and shared resourcing standards, and shared regulatory provision (including food and alcohol licensing) 	CEF	Hamish Dobbie / Andrew Dalziel	<ul style="list-style-type: none"> this is being progressed in the north and south of the region, with MBIE

Date: 24 February 2017

Presented by: Jim Palmer

Working together for Canterbury

Purpose

This paper provides principles and processes to help Canterbury councils decide what to work together on, when and why. These have been discussed and agreed by the Chief Executives Forum and the Canterbury Policy Forum and include:

- principles to guide decision-making about working together
- criteria for prioritising further collaboration
- a decision framework for working together
- policy and process for joint advocacy (correspondence and submissions).

Recommendations

That the Canterbury Mayoral Forum:

- 1 **endorse** the principles that Canterbury councils work together:
 - 1.1. to advocate for the interests of the region, its city and districts
 - 1.2. to keep decision-making closely connected to local communities
 - 1.3. when it is more cost-effective to do so
 - 1.4. as an investment in jointly desired, long-term outcomes
- 2 **endorse** criteria for working together, as previously agreed by the Chief Executives Forum in May 2016 (Appendix 2)
- 3 **note** the decision framework (Appendix 3) for significant joint projects
- 4 **endorse** the policy and process for joint advocacy (Appendix 4).

Background

- 1 On 29 August 2016, the Chief Executives Forum commissioned a piece of work prompted by concerns that have surfaced at the Chief Executives and Canterbury Policy Forums to:
 - 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 for 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.
- 2 A working group was formed and provided a draft report to the Chief Executives Forum on 31 October 2016. Chief Executives referred this report to the Canterbury Policy

Forum on 2 December 2016 for further discussion and feedback to the Chief Executives Forum on 3 February 2017.

- 3 The report of the Collaboration Working Group, as amended and agreed by the Chief Executives and the Policy Forum, provides:
 - principles to guide decision-making about working together (Appendix 1)
 - criteria for working together (Appendix 2)
 - a decision framework for working together, and assessing collaborative projects (Appendix 3)
 - a policy and process for joint advocacy (Appendix 4).
- 4 The working group presented Chief Executives and Canterbury Policy Forum members with a range of cost sharing models. They agreed that for each collaborative project, an appropriate funding model be agreed in advance.

Appendix 1: Principles to guide decision-making about working together

- 1 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).
- 2 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’.
- 3 The 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):
 - 3.1. to advocate for the interests of the region, its city and districts
 - 3.2. to keep decision-making closely connected to local communities
 - 3.3. when it is more cost-effective to do so
 - 3.4. as an investment in jointly desired, long-term outcomes.
- 4 An implication of principle 3.2 is that collaboration and shared services are preferable to centralisation and/or amalgamation.
- 5 Principles 3.3 and 3.4 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.
- 6 Principle 3.4 implies shifting focus from ‘collaborating to save money’ to ‘collaborating to create long-term public value’.
- 7 The Chief Executives Forum noted on 31 October 2016 that these principles need to be interpreted and applied in relation to Section 10 of the Local Government Act 2002:
 1. The purpose of local government is—
 - (a) to enable democratic local decision-making and action by, and on behalf of, communities; and
 - (b) 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.
 2. In this Act, good-quality, in relation to local infrastructure, local public services, and performance of regulatory functions, means infrastructure, services, and performance that are—
 - (a) efficient; and
 - (b) effective; and
 - (c) appropriate to present and anticipated future circumstances.

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?

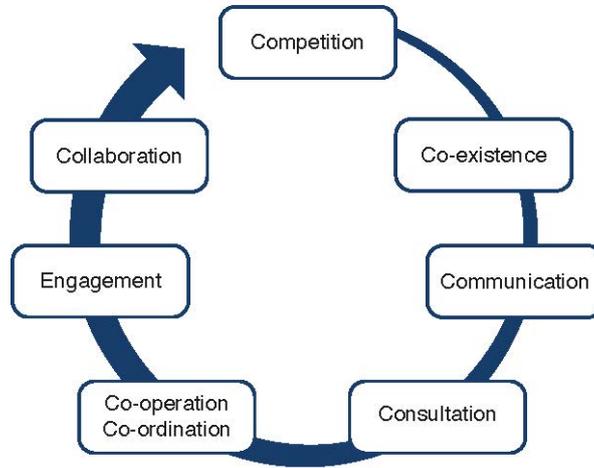
Step 5: Assess the case for change and readiness for collaboration

- 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?
 - 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?

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.

- 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

Collaborate when:
<ul style="list-style-type: none"> • 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 goals • 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:
<ul style="list-style-type: none"> • 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.

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>.

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

Appendix 4: One strong voice for Canterbury

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.
2. Member councils agree that an issue impacts significantly on Canterbury on a regional or sub-regional basis, EITHER:
 - through the Mayoral Forum
 - 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 in consultation with member councils and with the support of, and in consultation with, technical working groups as appropriate. The lead council is to reach agreement with other councils on the joint submission.
4. Our Mayors are committed to 'standing together for Canterbury' to secure the best possible outcomes for our region and its communities. It is accepted and to be expected, however, that Mayors will not be of a single mind on every issue, and that joint submissions may need to express majority/minority views and do not require unanimity. Mayors and member councils reserve the right to make individual submissions.
5. Regional submissions as agreed are normally signed by the Chair of the Mayoral Forum and/or the lead Mayor of relevant Canterbury Regional Economic Development Strategy work programmes. Wherever possible, Mayors request a joint appearance (in person or by teleconference) before select committees and government inquiries.
6. The Secretariat's role is to support process and facilitate decision making by:
 - circulating a final draft to all Mayors, copied to all Chief Executives, for prior approval by 'reply all'
 - working with the lead council/s to prepare an agreed final version, formatted onto Mayoral Forum letterhead, for signature by the relevant Forum chair
 - emailing the submission to the recipient/s, or lodging it on the Parliament website for Select Committee submissions
 - circulating a copy of the final, signed letter or submission to all members of the Forum
 - saving 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.

Date: 24 February 2017

Presented by: Jim Palmer

Regional working groups review

Purpose

This paper informs the Canterbury Mayoral Forum about new arrangements for regional working groups and forums that will ensure the region's resources are used most effectively.

Recommendations

That the Canterbury Mayoral Forum:

- 1 **note** new arrangements for the structure, function, planning and reporting of regional forums and working groups.

Background

- 1 On 29 August 2016, Chief Executives requested an overview of regional forums and working groups. This work identified potential duplication and gaps, particularly in ensuring arrangements are in place to progress strategic issues.
- 2 On 31 October 2016, Chief Executives agreed that a sub-group comprising Bill Bayfield, Karleen Edwards and Hamish Dobbie would look further into the findings of this work. On 3 February 2017, Chief Executives agreed that new arrangements would be implemented and two new regional forums would form, overseen by Chief Executives.

Current state of regional working groups

- 3 Regional working groups provide an important collegial and information sharing role, with some actively collaborating on specific projects. Appendix A lists the working groups and forums, their reporting lines and their leads.
- 4 However, there are limitations and inefficiencies in the current set-up; e.g., a range of terms of reference, unclear reporting lines and in some cases a lack of clarity around work programmes, planning and reporting.

Drivers for change

- 5 The drivers for changing the current arrangements are that:
 - councils have a valuable asset in the considerable expertise and knowledge among group members that could be used more effectively
 - big picture contextual and subject specific challenges are increasing in size and complexity and a system is required that gets on top of these challenges faster and more effectively

- Chief Executives need to be confident that there is a group they can turn to when there are new issues arising
- there is potential for duplication, or misalignment, particularly between established technical working groups and short-term, issue-focussed groups
- there are gaps, particularly in progressing strategic issues.

Proposed new arrangements

- 6 The diagram in Appendix B outlines proposed new arrangements for regional forums and technical working groups.
- 7 Work will be organised in three 'clusters' of activity – operations, finance and policy. Each cluster is led by a Chief Executive to promote alignment and co-ordination, avoid duplication, identify and address gaps, and provide a single point of contact. Chief Executives agreed on 3 February, that Wayne Barnett (Mackenzie District Council) would lead the Operations Forum, and David Ward (Selwyn District Council) would lead the Finance Forum. These forums will operate along the same lines as the existing Policy Forum, chaired by Bill Bayfield (Environment Canterbury).
- 8 Additional groups will form across the clusters to address specific issues. These are purpose bound and time bound. To some extent this is occurring at present, for example the Canterbury Drinking Water Reference Group that draws expertise from a range of disciplines.
- 9 These specific issues groups:
 - are formed across disciplines from membership of technical working groups and from our wider organisations, and have terms of reference and timelines agreed by Chief Executives
 - respond to strategic or emerging issues and are able to progress them
 - need to be able to be formed quickly and be flexible and agile
 - are short term in nature – formed for a specific purpose, then disbanded when their purpose is fulfilled
 - report to one of the lead Chief Executives but could be led by any of the Chief Executives or a senior staff member.

Benefits of proposed new arrangements

- 10 As the arrangements are implemented, the following benefits should be realised:
 - the considerable expertise and knowledge present in councils across the region is used more effectively and efficiently
 - Canterbury is more responsive and agile as issues arise
 - groups receive support, direction and decisions from a lead Chief Executive
 - increased accountability through clear reporting lines and expectations
 - better planning and alignment through agreed work programmes
 - less duplication between groups working on related issues
 - fewer occasions where unidentified issues are left unaddressed

- strategic issues are progressed
- increased understanding by technical working groups about their role in the bigger picture
- continuation of current benefits – collegiality, collaboration, information sharing and best practice support.

Next steps

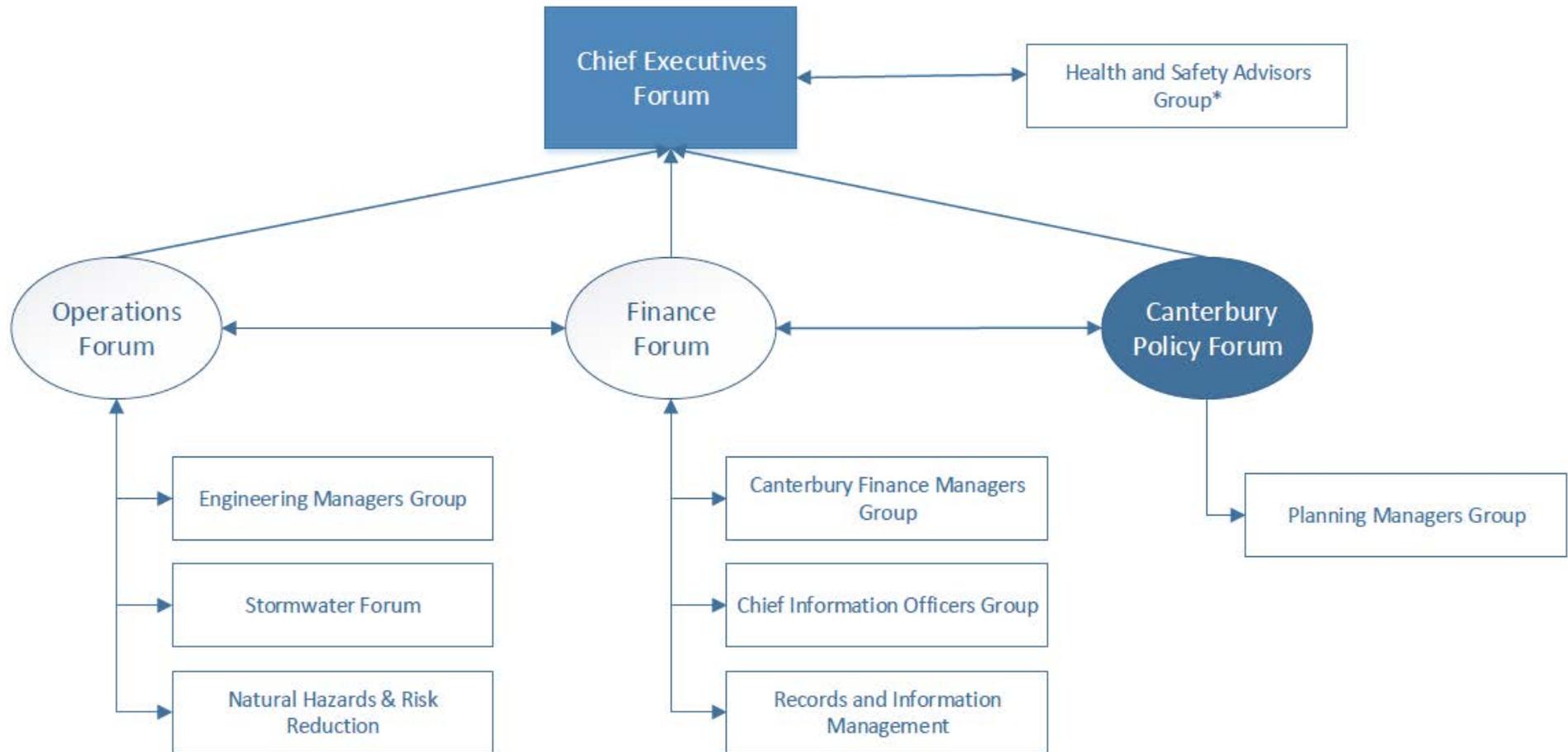
11 Chief Executives have agreed that the next steps are to:

- investigate whether there are any groups in existence that are missing from the diagram and ascertain whether any groups need to be combined or disbanded
- initiate a communications plan to socialise the new arrangements with staff
- develop roles and responsibilities for Chief Executive leads and technical working group leads
- develop effective planning and reporting templates and processes to mitigate the risk of increased 'red tape'.

Appendix A: Current regional forums, working groups and reporting lines

Forum	Reports to	Chair
Canterbury Policy Forum	Chief Executives Forum	Bill Bayfield (Environment Canterbury)
Canterbury Planning Managers Group	Presents findings and submissions to the Policy Forum	Geoff Meadows (Waimakariri DC)
Canterbury Engineering Managers Group	Chief Executives Forum	Ashley Harper (Timaru DC)
Canterbury Finance Managers' Group	No reporting. May present findings and submissions to the Chief Executives Forum	Greg Bell (Selwyn DC)
Canterbury Local Authorities Chief Information Officers Group	Chief Financial Officers Group oversees this group	David Lewitt (Environment Canterbury)
Canterbury Health and Safety Advisory Group	Chief Executives Forum	TBC
Regional Stormwater Forum	Chief Executives Forum and regional CWMS committee	Gerard Cleary (Waimakariri DC)
Canterbury Natural Hazard Risk Reduction Group	Quarterly to Planning Managers Group and annually to Chief Executives Forum	James Thompson (Civil Defence Emergency Management) <i>Contact: Monique Eade (Environment Canterbury)</i>
Canterbury Records and Information Management Support Group	Informally to Chief Executives	Leonie Robinson (Ashburton DC)
Canterbury Drinking Water Reference Group	Chief Executives Forum	Stefanie Rixecker (Environment Canterbury)
Collaboration Working Group	Chief Executives Forum and Canterbury Policy Forum	Bill Bayfield (Environment Canterbury)
Freedom Camping Working Group	Chief Executives Forum and Canterbury Policy Forum	Wayne Barnett (Mackenzie DC)
Technology Working group	Chief Executives Forum	Hamish Dobbie (Hurunui DC)
Valuation and Rating Programme Management Group	Chief Executives Forum and Finance Managers Group	David Ward (Selwyn DC)
Long-Term Plan working group	Chief Executives Forum	David Ward (Selwyn DC)

Appendix B: Proposed structure for Canterbury regional working groups



* Reporting to Chief Executives while still forming (2017)
An emerging hot issue.

Date: 24 February 2017

Presented by: Gerard Cleary, Stormwater Forum Chairperson

Canterbury Regional Stormwater Forum Update

This report updates the Mayoral Forum on progress of the Canterbury Regional Stormwater Forum (the forum) toward improving environmental and community outcomes from urban stormwater network discharges.

Recommendations

That the Canterbury Mayoral Forum:

- 1 **receive** this progress report
- 2 **note** that the Canterbury Regional Stormwater Forum is continuing to seek progress in the following key areas:
 - implementing the Land and Water Regional Plan
 - seeking to address gaps identified in the Best Practice Gap Analysis to continue to develop best practice guidance and improve awareness and uptake of these approaches
 - 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 **note** that an outline of the forum's work programme is appended to this report.

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 all parties involved in stormwater management and consenting effectively work together to improve the quality of the region's freshwater resource.
2. The forum is currently focused on progressing the following key objectives:
 - implementing the Land and Water Regional Plan
 - improving awareness and uptake of stormwater management best practice solutions throughout Canterbury
 - identifying and implementing methods to promote broad community behaviour change in order to reduce source pollutant discharges from private activities into urban stormwater networks.
3. 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.

4. Noting this context, the forum members are aware they are operating in an environment of tightening regulation and rising community expectation. The need to collaborate on these factors is acknowledged, so as to identify and achieve cost-effective solutions.

Forum work programme

5. The forum began its work programme through initiating progress on projects identified by two forums which were held in 2014. During these forums, three original working groups were established to drive implementation:
 - regulation
 - best practice
 - cost and affordability.
6. The former two groups have now reconvened, having completed a number of the actions identified in the original forum. The third has been reconstituted into a new 'education and behaviour change' group.
7. The forum has a number of projects completed or currently underway. Key projects are summarised in the appendix to this report.
8. The forum previously raised \$25,000 through cost-sharing among the partner councils to begin implementation. At its October 2016 meeting, Chief Executives approved a further \$25,000 budget to continue to resource the work programme, including newly identified projects. As projects continue to be identified by the three working groups they will be referred to the forum Steering Group for funding prioritisation.
9. The key challenge for the forum is to achieve gains toward the environmental bottom lines identified through the National Policy Statement for Freshwater Management 2014, in a way that is sustainable for communities.

Appendix

Project	Working Group	Progress
Plan Change 4 to the Canterbury Land and Water Regional Plan	Regulation	Continuing interpretation of Plan Change 4 Plan Change 4 includes reference to the transfer of management of discharges from high-risk activities into urban stormwater networks from Environment Canterbury to territorial local authorities
Regional planning reference document	Regulation	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	A paper comparing council approaches to management of activities discharging into urban stormwater networks is drafted with ongoing review as each Council refines its approach
Stormwater Bylaw Best Practice Template	Regulation	A sample bylaw best practice template is in development, which will draw from the Plan Change 4 process outcomes
Stormwater Reference Website (SWREF)	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	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	Best Practice	The <i>Canterbury Stormwater Best Practice Gap Analysis</i> report is published on the SharePoint site, with further actions now being prioritised
Environmental Standards Project	Best Practice	A <i>Stormwater Water Quality Guidelines</i> report has been published on the SharePoint site providing guidance and interpretation to practitioners in applying the Land and Water Regional Plan rules and water quality standards
Preparation of unit rate cost curves for local construction conditions	Cost and Affordability	A report from Opus on <i>Evaluation of Stormwater Treatment Construction Costs</i> 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

Canterbury Mayoral Forum

Item 11

Date: 24 February 2017

Presented by: David Bromell, Secretariat

Regional forum meetings for 2017

Purpose

This paper confirms meeting dates for 2017.

Recommendation

That the Canterbury Mayoral Forum:

- 1 **note** the regional forum meeting dates for 2017
- 2 **agree** on the venue for May, August and November/December meetings, including the option of holding the May meeting in Timaru.

Meeting dates and venues

- 1 On 27 January 2017, Mayors discussed options for meeting venues. Options included Environment Canterbury and holding at least one meeting away from Christchurch.
- 2 The Mayoral Forum and associated meeting dates and venues are listed below. Environment Canterbury chambers and Timaru District Council chambers (May) are booked and will be confirmed after this meeting.

Date	Time	Place	Forum
Thu 23 Feb	3:00–5:30pm	ECan Council Chamber	CREDS workshop
	6:30–9:00pm	Christchurch Club	Mayoral Forum working dinner
Fri 24 Feb	9:00am–12noon 12.30–2.30 2.30 – 4.30	ECan Council Chamber	Mayoral Forum CDEM Joint Committee Regional Transport Committee
Fri 3 Mar	9:00am–12noon	ECan	UDSIC
<i>Fri 31 Mar</i>			<i>LGNZ Zone 5-6</i>
Fri 7 Apr	9:00am–12noon 12:30–3:30pm	ECan	UDSIC Policy Forum
<i>14-17 Apr</i>	<i>Easter</i>		
<i>Tue 25 Apr</i>	<i>ANZAC Day</i>		

Date	Time	Place	Forum
4–7 May		Invercargill	Mayoral forums / Sister cities conference
Fri 5 May	9:00am–12noon	ECan	UDSIC
Mon 8 May	9:00am–12noon	Selwyn	Chief Executives Forum
Fri 12 May	9.45am–3:00pm	Lincoln	Planning Managers Group
Thu 25 May	6:30–9:00pm	tbc	Mayoral Forum working dinner
Fri 26 May	9:00am–12noon 12.30–2.30pm 2.30–4.30pm	ECan Council Chamber booked	Mayoral Forum CDEM Joint Committee Regional Transport Committee
Fri 2 Jun	9:00am–12noon	ECan	UDSIC
<i>Mon 5 Jun</i>	<i>Queen's Birthday</i>		
Fri 7 Jul	9:00am–12noon 12:30–3:30pm	ECan Selwyn	UDSIC Policy Forum
23–25 Jul		Auckland	LGNZ annual conference
Mon 31 Jul	9:00am–12noon	Selwyn	Chief Executives Forum
Fri 4 Aug	9:00am–12noon 9.45am–3:00pm	ECan Lincoln	UDSIC Planning Managers Group
Thu 24 Aug	3:00–5:30pm	ECan Council Chamber booked	CREDS workshop
	6:30–9:00pm	tbc	Mayoral Forum working dinner
Fri 25 Aug	9:00am–12noon 12.30–2.30pm 2.30–4.30pm	ECan Council Chamber booked	Mayoral Forum CDEM Joint Committee Regional Transport Committee
Fri 1 Sep	9:00am–12noon	ECan	UDSIC
<i>Mon 25 Sep</i>	<i>South Canterbury holiday</i>		
28–29 Sep		Rotorua	SOLGM annual conference
Fri 6 Oct	9:00am–12noon 12:30–3:30pm	ECan Selwyn	UDSIC Canterbury Policy Forum
Fri 13 Oct			LGNZ Zone 5-6
<i>Mon 23 Oct</i>	<i>Labour Day</i>		
Mon 30 Oct	9:00am–12noon	Selwyn	Chief Executives Forum
Fri 3 Nov	9:00am–12noon 9.45am–3:00pm	UDSIC Lincoln	UDSIC Planning Managers Group
<i>Fri 17 Nov</i>	<i>Canterbury Show Day</i>		
Thu 30 Nov	6:30–9:30pm	tbc	Mayoral Forum dinner
Fri 1 Dec	9:00am–12noon 12.30–2.30pm 2.30–4.30pm	ECan Council Chamber booked	Canterbury Mayoral Forum CDEM Joint Committee Regional Transport Committee
Nov/Dec (tbc)	9:00am–12noon	ECan	UDSIC

