

Agenda

Chief Executives Forum

Date:	Monday 31 July 2017
Time:	9:00am–12:00pm
Venue:	Selwyn District Council Chamber, 2 Norman Kirk Drive, Rolleston
Attendees:	Jim Palmer (Chair, Waimakariri), Andrew Dalziel (Ashburton), Tim Harris for David Ward (Selwyn), Angela Oosthuizen (Kaikōura), Bill Bayfield (Environment Canterbury), Hamish Dobbie (Hurunui), Dr Karleen Edwards (Christchurch), Wayne Barnett (Mackenzie), Stuart Duncan (Waimate), Bede Carran (Timaru), Neil Jorgenson (Waitaki)
In attendance:	Secretariat: Anna Puentener, David Bromell, Cindy Butt (Minutes) David Perenara-O'Connell, Caroline Hart (Environment Canterbury)
Apologies:	David Ward (Selwyn)

Time	Item	Person
9:00am	1. Welcome, attendance and apologies	Chair
	2. Confirmation of Agenda	Chair
	3. Minutes from the previous meeting	Chair
	a. Confirmation of meeting Minutes, 8 May 2017	
	b. Action points	
9:10am	4. CREDS implementation	Chair/Secretariat
9:25am	5. Three-year work programme	Chair
9:35am	6. Canterbury Water Management Strategy update (verbal)	Caroline Hart
9:45am	7. Compliance, Monitoring and Enforcement working group	Bill Bayfield
9:55am	8. Update on earthquake recovery – Hurunui and Kaikōura (verbal)	Angela Oosthuizen and Hamish Dobbie
10:05am	Morning tea	
10:20am	9. Stormwater Forum report	Chair
10:30am	10. Policy Forum – report back	Bill Bayfield
	a) Review of regional forum submissions	
	b) Climate change working group	
10:40am	11. Corporate Forum – report back – taken as read	
10:50am	12. Operations Forum – report back (verbal)	Wayne Barnett
11:00am	13. Greater Christchurch Partnership update (verbal)	Chair
11:10am	14. Three waters regional strategic assessment (verbal)	Hamish Dobbie
11:20am	15. National Water initiatives update (verbal)	Bill Bayfield
11:30am	16. Rating and Valuation Services project update	Tim Harris for David Ward
11:40am	17. LTP working group update – taken as read	
11:40am	18. Health and Safety Advisors Group update – taken as read	
11:45am	19. Draft agenda for Mayoral Forum meeting, 25 August 2017	Secretariat
11:45am	20. Any items of general business	Chair
12:00pm	Close	
	<i>Next meeting: 30 October 2017</i>	

Chief Executives Forum

Date: 8 May 2017

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

Attendees: Jim Palmer (Chair, Waimakariri), Andrew Dalziel (Ashburton), , Bill Bayfield (Environment Canterbury), Wayne Barnett (Mackenzie), Hamish Dobbie (Hurunui), Bede Carran (Timaru), Stuart Duncan (Waimate), Dr. Karleen Edwards (Christchurch), Michael Ross (Waitaki), David Ward (Selwyn)

In attendance: Samantha Elder, Monique Eade (Environment Canterbury – item 11)

Secretariat: David Bromell, Anna Puentener, David Perenara-O’Connell (Environment Canterbury), Louise McDonald (Minutes)

Apologies: Angela Oosthuizen (Kaikōura),
Dr Karleen Edwards - for early departure

The meeting commenced at 9.05 a.m.

1. WELCOME, ATTENDANCE AND APOLOGIES

Jim Palmer welcomed attendees to the Forum. Apologies were noted. Stuart Duncan, the new Chief Executive of Waimate District Council, was welcomed to his first meeting of the Forum.

2. CONFIRMATION OF AGENDA

The following items were requested for discussion under General Business:

- Earthquake-prone buildings
- Asbestos regulations

3. MINUTES FROM THE PREVIOUS MEETING

a. Confirmation of meeting Minutes

The Minutes from the meeting held 3 February 2017 were accepted as a true and accurate record.

David Ward / Bill Bayfield
Carried

b. Action points

The following action points were noted.

Vegetation Clearance

Bill Bayfield advised that he and Wayne Barnett had met with Land Information New Zealand (LINZ), the Department of Conservation (DOC) and the Environmental Defence Society regarding the implications from Judge Jon Jackson's decision on Mackenzie District Council's Plan Change 13. The issues to be considered include vegetation clearance and the ownership around braided rivers. He noted the good working relationship that has developed with LINZ and DOC.

Local body election protocol

Michael Ross clarified that the action point on local body election protocol was a suggestion that the development of a protocol on pre-election behaviour be raised with Society of Local Government Managers (SOLGM) to discuss with Local Government

New Zealand. It was agreed to defer this action until closer to the next local body elections.

Elected members' induction programme

Bede Carran reported that feedback had been provided to the Equip Board on the elected members' induction programmes. Dr Karleen Edwards confirmed that Christchurch had also provided feedback.

4. MAYORAL FORUM/CREDS UPDATE

David Bromell reported on the preparation for the launch of the Canterbury Regional Economic Development Strategy (CREDS) on 23 June 2017 and his discussions with officials in Wellington regarding the funding bids (listed on pages 13 and 14 of the agenda).

It is anticipated that funding for two of the items may be available from the current year's budget. The result of the other bids will not be known until next year's budget is announced.

Jim Palmer acknowledged the amount of effort that this work has required and he thanked Dr Bromell for his hard work.

5. THREE-YEAR WORK PROGRAMME

The work programme was reviewed and the following updates provided:

- **Item 3. Canterbury Water Management Strategy**

AP: A written report on the CWMS will be provided for the May meeting of the Mayoral Forum, to be held in Timaru.

AP: The Chair of the Regional Water Management Strategy Committee, Dr Andy Pearce and Cr David Caygill are to be invited to attend the 25 August Mayoral Forum.

Bill Bayfield provided an update on the Clean Water Package and the proposed targets for water quality for swimming. The Minister for the Environment has requested proposed regional targets by October 2017 with finalised targets and costs by March 2018.

Mr Bayfield is a member of a taskforce looking to develop a template to assist in providing the targets requested by the Minister. Also on the taskforce are Gerard Cleary (Waimakariri District Council) and representatives from the Ministry for the Environment and the Ministry for Primary Industries. It was noted that achieving these targets will impact on infrastructure costs for Councils, especially Christchurch City.

AP: Bill Bayfield to report back on the Clean Water Taskforce to the next Chief Executives Forum.

- **Item 11. Contaminated land shared services**

Bill Bayfield acknowledged that some councils will need this service more than other councils and therefore not all councils need to be involved.

- **Item 12. Canterbury Economic Development Co. Ltd**

AP: Bede Carran to check that all the relevant Councils have passed the necessary resolution to wind up the Canterbury Economic Development Co. Ltd

- **Item 13. Procurement of business inputs**

Jim Palmer advised that the insurance/brokerage options consideration was being deferred until it is known what the Local Government NZ risk agency will do.

AP: A watching brief on the insurance/brokerage options until after the budget is announced.

- **Item 14. Canterbury Maps**

Jim Palmer asked the Forum to consider, as this project is now up and running, should it still appear on the work programme. As there is work being done on 'where to from here' it was agreed to leave this item on the work programme.

Andrew Dalziel advised that part of the aerial Canterbury Aerial Imagery - LiDAR contract for aerial photography had not been met, and asked if the contract included any penalty clauses.

AP: Keep the Canterbury maps project on the action list

AP: An update on what next for Canterbury maps

AP: Check contract for LiDAR for any penalty clauses

- **Item 16. Building Control**

There was a discussion about the benefits of having shared documentation, especially for customers who work across more than one district.

Michael Ross explained that Waitaki is investigating the Wellington initiative GoGet Building Suite and shares documentation with Otago and Southland. This is working well.

AP: Request through the Operations Forum a stocktake on where councils are at on joint processes for building control and regulatory co-ordination

- **New detail for the work programme**

AP: Add the new Operations Forum and Corporate Forum to the sponsor list.

6. CANTERBURY DRINKING WATER REFERENCE GROUP

Bill Bayfield advised that the Reference Group will meet again on 12 May to finalise the report to the Canterbury Mayoral Forum on 26 May. He acknowledged the good work done by the Reference Group, with members also involved in the earthquake response.

It was noted that the information contained in Appendix C (Summary Table for Status of Drinking Water Supplies) should be updated and reviewed before the report is finalised.

AP: Councils to review Appendix C (Summary Table for Status of Drinking Water Supplies) and advise any changes needed.

AP: Acronyms in Appendix C to be explained in full.

AP: The Reference Group to remain on the work programme with regards to the results of the Havelock North enquiry reports.

Resolved

That the Chief Executives Forum:

- 1. note and receive the draft final Canterbury Drinking Water Reference Group report;**
- 2. affirm the suggested future actions; and**

- 3. agree that the draft report meets the expectations of the Chief Executives Forum and can be finalised and progressed to the Canterbury Mayoral Forum for its 26 May 2017 meeting.**

Bill Bayfield / Jim Palmer
Carried

7. CANTERBURY CORPORATE FORUM TERMS OF REFERENCE

David Ward reported on the first meeting of the new Canterbury Corporate Forum held on Monday 1 May. It was agreed to change the name from Finance to Corporate to better reflect the broader membership of the forum.

The importance of identifying risk issues was raised and the Forum Chair will report to the CE Forum quarterly.

AP: The Corporate Forum to report quarterly to the Chief Executives Forum.

Resolved

That the Chief Executives Forum:

- 1. agree that membership of the Canterbury Corporate Forum is reviewed to ensure more equitability across the interests of the three member groups**
- 2. agree the Terms of Reference for the Canterbury Corporate Forum.**

David Ward / Bede Carran
Carried

8. CANTERBURY OPERATIONS FORUM TERMS OF REFERENCE

Wayne Barnett reported on the first meeting of the new Operations Forum also held on 1 May 2017.

Resolved

That the Chief Executive Forum:

- 1. agree the Terms of Reference for the new Canterbury Operations Forum.**

Wayne Barnett / Michael Ross
Carried

9. NGĀI TAHU TAKUTAI MOANA APPLICATION

Jim Palmer advised that this item was on the agenda for information. Ronnie Cooper, Te Rūnanga o Ngāi Tahu, has updated the Policy Forum on the consultation process.

Bill Bayfield reported that the recent amendments to the Resource Management Act now made available a collaboration process for the review of the Canterbury Regional Coastal Plan. Environment Canterbury is working with mana whenua on a collaborative process for the review in 2019.

AP: Bill Bayfield to report, in due course, on the review of the Canterbury Regional Coastal Plan.

The meeting adjourned between 10.21 and 10.42 a.m.

Item 11 was then taken

11. UPDATE FROM THE NATURAL HAZARDS RISK REDUCTION WORKING GROUP

Samantha Elder, Programme Manager, and Monique Eade, Strategy Advisor, were welcomed to the meeting.

Samantha Elder presented the report attached to the agenda. She advised that, due to staff being re-directed to earthquake work, the timeframe for the report from the working group was now behind schedule. A positive outcome of the creation of the working group was that the good relationships developed in the working group helped with the Hurunui/Kaikōura earthquake work.

Ms Elder explained the importance of commitment from senior managers for the work of the working group and encouraged the Chief Executives to promote the working group to their staff.

Hamish Dobbie raised the issue of the effects of new hazards being identified on Land Information Memorandum (LIMS) and requested that the working group give this priority.

AP: The Natural Hazards Risk Reduction Working Group to report quarterly to the Operations Forum.

AP: The Natural Hazards Risk Reduction Working Group be advised of the request to prioritise the matter of the effect of identification on new hazards on LIMS.

10. UPDATE ON EARTHQUAKE RECOVERY

Hurunui District

Hamish Dobbie reported on earthquake recovery in the Hurunui District:

- The recovery work is continuing and will become part of the Council's business as usual from 1 July 2017.
- People are experiencing insurance problems. Many people are not insured or under-insured. Unlike the Christchurch situation, insurance companies are not undertaking repairs or rebuilds but are providing cash settlements. Some people are finding that the cash settlements are not enough to cover repairs or replacement. If people cannot replace their homes, they may leave the district. There is concern about a loss of population from these small communities.
- Many people are living in temporary or damaged accommodation and keeping warm in the winter is becoming a concern. Community Energy Action is providing assistance.
- The closure of State Highway 1 is affecting tourism and businesses in the Hurunui District.
- Infrastructure work continues, with winter road sealing done. The Council is working on the insurance for horizontal infrastructure.
- Government funding is slow coming though and he recommended that councils have funds available so that work can be started quickly.

He thanked the other councils for their offer of assistance.

Kaikōura

In the absence of Angela Oosthuizen, Jim Palmer noted that the closure of State Highway 1 was impacting on Kaikōura businesses. The Council has employed staff to help with the recovery. There has been a big impact on the work of a small council, for example about 3,000 submission points were received on the draft Recovery Plan.

Bill Bayfield reported on the funding repairs to the harbour, \$5 million was provided by the Government, but there will be shortfall of about \$1 million. More money for other work is expected to be announced in the upcoming budget.

Mr Bayfield then provided an update on Civil Defence Emergency Management (CDEM):

- Marlborough has also experienced a lot of earthquake damage.
- The National Recovery Manager's role now includes Whakatane, as well as Hurunui, Kaikōura, Marlborough and Wellington.
- A scope is being prepared for the CDEM Joint Committee review of the Hurunui/Kaikōura regional and district response (not including Marlborough).
- Minister Brownlee has commenced a review of capability and response through New Zealand. A central government cross-party review will be chaired by Roger Sowry.
- It is timely to review the Canterbury CDEM structure and a paper will be presented to the Chief Executives Forum ahead of the CDEM Co-ordinating Group (CEG).

With Waitaki being in the Otago CDEM Group, Michael Ross commented that although early days with their new model, it is already clear that in building capacity it is important to consider the diversity within the region and the dynamics of local communities.

Karleen Edwards raised the matter of leadership and capability and the pressure on people, trained as controllers, who have important jobs in the organisation.

Karleen Edwards left the meeting at 11.20 am

Andrew Dalziel explained that many councils currently had one person employed 50% for CDEM and 50% for rural fire responsibilities. With the rural fire role going into the new national fire organisation, councils will have to review their CDEM capacity. He requested a copy of the terms of reference for the CDEM review.

AP: The terms of reference for the CDEM review to be circulated to the CE Forum.

12. VALUATION AND RATING PLATFORM INVESTIGATION

David Ward presented this report and explained that the two priorities for the valuation and rating programme were risk management/legal compliance and cost/benefit.

Resolved

That the Chief Executives Forum:

- 1. note previous progress reports to the Forum on the valuation and rating improvement programme that has been underway since late 2015**
- 2. note the progress that has been made by the Canterbury Rating Officer Group progressing the valuation and rating learning hub**
- 3. note the potential for future collaboration opportunities such as a shared service centre, a centre of excellence and ultimately a councils controlled vehicle for valuations and rating, as identified in the Ernest & Young report of 2016**
- 4. note the proposal for a detailed investigation into technological solutions for a regional valuation and rating platform.**

David Ward / Bill Bayfield

Carried

13. HEALTH AND SAFETY ADVISORS GROUP UPDATE

David Ward presented this report, noting that the two chairs will report back regularly to the Chief Executives Forum.

Resolved

That the Chief Executives Forum:

- 1. note the contents of the Health and Safety Advisors Group update.**

*David Ward / Jim Palmer
Carried*

14. LONG-TERM PLAN WORKING GROUP UPDATE

David Ward presented this report.

AP: information on the Office of the Auditor- General levels of interest to be circulated to the Chief Executives Forum.

Resolved

That the Chief Executives Forum:

- 1. note the contents of the Long-term Plan Working Group update.**

*David Ward / Michael Ross
Carried*

15. THREE WATERS REGIONAL STRATEGIC ASSESSMENT UPDATE

Hamish Dobbie reported that due to earthquake work, the planned workshop with Engineering Managers on investment logic was cancelled and a new date will be scheduled.

AP: A new date will be scheduled for the Three Waters regional assessment workshop.

16. TECHNOLOGY WORKING GROUP UPDATE

Hamish Dobbie advised that the work has been on hold due to earthquake interruptions and an update will be provided at the next Chief Executives forum.

17. CANTERBURY POLICY FORUM REPORT

Bill Bayfield presented this report and highlighted the following:

- a regional working group to share information and expertise on climate change will be formed to provide one source of information for the region. Stefanie Rixecker, Director Science, Environment Canterbury will lead this.
- a regional working group to be set up to share knowledge and expertise about compliance, monitoring and enforcement
- a review of the effectiveness of regional submissions made jointly by the Canterbury councils will be undertaken.

GENERAL BUSINESS

Earthquake-prone buildings

There was a discussion regarding the level of code required for earthquake safety in Council-owned buildings. While the law requires repairs to earthquake-prone buildings to be 34% of the new building standards, some are aiming for 67%. It was noted that some occupants will want more.

Asbestos

Andrew Dalziel advised that his Council had engaged an expert to provide advice and training on what is required in the new regulations on asbestos management.

Mayoral Forum

It was confirmed that the next Mayoral Forum meeting will be held on Friday 26 May at the Timaru District Council offices, Timaru.

Michael Ross

This being Michael Ross' last meeting with the Chief Executives Forum, Jim Palmer thanked Michael for his contribution, his good humour and common sense.

NEXT MEETING

Monday 31 July 2017, 9.00am, Selwyn District Council.

There being no further business, the meeting closed at 12.10 pm

Chief Executives Forum

Item 4

Date: 31 July 2017

Presented by: Jim Palmer, Chair

CREDS implementation

Purpose

This paper seeks Chief Executive engagement with developing and implementing CREDS work programmes for 2017–19.

Recommendations

That the Chief Executives Forum:

- 1 **agree** that Environment Canterbury be the fund holder for the eight projects for which funding has been approved in principle from the Ministry of Business, Innovation and Employment's Multi-Year Appropriation for Regional Initiatives
- 2 **note** that the agreed CREDS 'accelerator projects' have been added to the Mayoral Forum three-year work programme
- 3 **identify and agree** senior staff to support the lead Mayors for *Value-added production* and *Regional visitor strategy* to develop and implement action plans for their work programmes
- 4 **invite** the Mayoral Forum to endorse development of funding proposals to implement priority actions in the Value-added production and Regional visitor strategy work programmes.

Funding from central government

- 1 The Mayoral Forum submitted funding proposals to the Regional Growth Programme for 14 'accelerator projects' to kick start CREDS implementation.
 - One proposal (for land use advisory services in North Canterbury) was withdrawn following Government's announcement of the \$5m Primary Industries Earthquake Recovery Fund in May 2017.
 - Two proposals relating to Newcomer and migrant settlement were not funded.
 - Eleven proposals were successful.

PROJECT	FUNDING
1 Strategic policy analysis and advice, regional transport	\$100,000
2 Cellphone and broadband coverage mapping	\$190,000
3 Encouraging rural broadband uptake and use	\$97,500
4 Youth transitions: expand Aoraki Development programmes to other Canterbury towns, with evaluation	\$130,000
5 Job Ready Programme – expand Christchurch Educated programme with international student graduates to South Canterbury	\$40,000 over 2 years
6 Improve productivity – a funding stream for ChristchurchNZ to work with MPI (Economic Intelligence Unit) and NZTE to identify demand-side	\$1,000,000 over 5 years

	opportunities for value-added production (niche market opportunities, particularly in China and SE Asia); and to work with other EDAs to create a virtual economic policy unit for the South Island	
7	High-value manufacturing – a co-ordination position based at the University of Canterbury to work across the Canterbury Tertiary Alliance, the Lincoln Hub, CRIs, Callaghan and NZTE to connect industry needs to research and accelerate knowledge translation to high-value production and manufacturing for export	\$450,000 over 4 years
8	Rail passenger services – work with KiwiRail on a robust assessment of the business case for reintroducing passenger services in the Christchurch–Invercargill rail corridor	\$50,000
9	CREDS project manager	\$150,000 (15 months)
10	CREDS indicators reporting – professional design of a Word template for ongoing indicators reporting, and expansion of indicators in 2017	\$10,000
11	Case for Canterbury – funding to take the project to the next stage, including fundraising for its ongoing hosting, development, promotion and use – <i>conditional on the Mayoral Forum securing co-funding of \$150,000</i>	\$110,000
TOTAL FUNDING		\$2,185,000

Funding agreements

Projects 1, 9

12 These projects are funded from the Senior Regional Official's budget for 2016/17. A funding agreement has been signed between the Ministry of Business, Innovation and Employment (MBIE) and Environment Canterbury, which is absorbing overheads for the two positions:

- 1.0 FTE, 12 months, strategic policy advice, regional transport
- 1.0 FTE, 15 months, CREDS project management.

13 Recruitment for both positions is underway.

Project 4

14 This project is funded by the Ministry of Social Development (John Henderson, Regional Commissioner).

15 It is yet to be determined which council or agency might host the 12-month co-ordination position (1.0 FTE). Waimakariri District Council had offered to absorb overheads if the position is based there.

Projects 2–3, 5–8, 10–11

16 These projects are funded by MBIE's Multi-Year Appropriation for Regional Initiatives. Since the CREDS launch on 23 June, MBIE has clarified that the funding announced by Ministers for this group of projects has 'approval in principle' only. We are now required complete a detailed business case for each of the eight projects. MBIE will then consult with relevant government agencies (including Treasury) before proceeding to enter into funding agreements with us.

- 17 Because it may be some time before we have a CREDS Project Manager in place, Environment Canterbury has offered to fund a contractor to prepare the business cases for these eight projects.
- 18 Following discussions between Jim Palmer, David Bromell and Abby Cheeseman (MBIE) on 19 July 2017, we recommend that Environment Canterbury be the fund holder for the eight projects, to streamline and facilitate co-ordination, monitoring and reporting to the Mayoral Forum, MBIE and Regional Economic Development Ministers.

Project scoping

- 19 Samantha Elder (Programme Manager, Environment Canterbury) is responsible for scoping and managing **Project 1** (Strategic policy advice, regional transport).
- 20 David Bromell met with Mayor Damon Odey, Bede Carran and Nigel Davenport (Aoraki Development) on 28 July to scope implementation of:
- **Project 2** – mapping and analysis of gaps in mobile and broadband coverage
 - **Project 3** – encouraging uptake and use of digital connectivity in rural Canterbury
 - **Project 8** – working with KiwiRail on the business case for reintroducing rail passenger services south from Christchurch.
- 21 Jim Palmer is leading scoping of **Project 4** (Youth transitions) with John Henderson (MSD), the Education and Training steering group, and Nigel Davenport (Chief Executive, Aoraki Development).
- 22 Jim Palmer and David Bromell are meeting with Tom Hooper (ChristchurchNZ) to scope:
- **Project 5** – extension of Job Ready programme
 - **Project 6** – improving productivity, and creating a virtual economic policy unit for South Island EDAs
 - **Project 10** – CREDS indicators reporting
 - **Project 11** – further developing and hosting the Christchurch and Canterbury stories.
- 23 Implementation of **Project 10** is well underway. A monitoring report template has been designed and will be used for the August 2017 report to the Mayoral Forum. Further development of indicators will happen for the February 2018 report. Environment Canterbury is underwriting this work pending a funding agreement with MBIE.
- 24 Jim Palmer and David Bromell will meet with Dr Hamish Cochrane and Prof. Ian Wright (University of Canterbury) to scope:
- **Project 7** – co-ordination across the Canterbury Tertiary Alliance to accelerate industry-led knowledge translation to high-value production and manufacturing for export.
- 25 Accelerator projects have been added to the Mayoral Forum's three-year work programme (agenda item 5).

Other CREDS priority actions

- 26 In addition to the 11 'accelerator projects', lead Mayors identified priority actions for each of the seven work programmes – [CREDS](#), pp. 12–20.

- The regional transport team at Environment Canterbury is supporting Mayor Winton Dalley (lead Mayor) and David Bedford (Chair of the Regional Transport Committee) to implement priority actions for **Regional transport**.
 - Timaru Council, the Connected Canterbury steering group and the secretariat are supporting Mayor Damon Odey to implement priority actions for **Digital connectivity**.
 - Regional and zone committees and Environment Canterbury are supporting Cr David Caygill to implement priority actions for **Freshwater management and irrigation infrastructure**.
 - Jim Palmer and the Education and training steering group are supporting Mayor David Ayers to implement priority actions for **Education and training for a skilled workforce**.
 - Ashburton Council staff and the secretariat are supporting Mayors Donna Favel and Sam Broughton to implement priority actions for **Newcomer and migrant settlement**.
- 27 The two work programmes where additional Chief Executive support is needed to get traction are:
- supporting Mayor Craig Rowley to implement his priority actions for **Value-added production**:
 - work with the industry reference group to review impediments, concerns and opportunities – and identify where local government can play a role to support industry to do more with what we grow and produce
 - stocktake regional innovation assets and facilitate joined-up thinking and collaboration to increase Domestic Value Add and Canterbury's participation in global value networks
 - encourage connections between SIGNAL (the new South-Island ICT graduate school) and agribusiness, and link education and training to value-added production.
 - supporting Mayors Winston Gray, Graham Smith and Sam Broughton to implement their priority actions for **Regional visitor strategy**:
 - support Kaikōura and Hurunui districts to recover and build visitor numbers following the November 2016 earthquakes
 - advocate with government for further investment in cycle trails
 - continue to advocate for government funding of essential infrastructure to support sustainable tourism, and use government initiatives, resources and research to inform and support our work
 - find ways to fund, manage and use the Christchurch and Canterbury stories to attract visitors and keep them here longer [= accelerator **Project 11**]
 - initiate conversations about the co-ordination, development and funding of South Island tourism information and promotion, including an integrated events programme
 - work with KiwiRail to advocate for Scenic Journeys and passenger rail services [= accelerator **Project 8**]
 - facilitate engagement between the tourism sector and the agri-business sector to identify additional opportunities for product development and diversification of farm income

- engage communities and share information to develop and maintain a social licence to operate.
- 28 The secretariat helps co-ordinate and seek Mayoral Forum endorsement of regional applications to the Regional Mid-sized Tourism Facilities Grant Fund – and will similarly provide support with applications to the Tourism Infrastructure Fund.
 - 29 Jim Palmer and David Bromell will discuss regional visitor strategy with Tom Hooper when they meet with him to scope implementation of CREDS accelerator projects.
 - 30 We are able to apply to the Regional Growth Fund for funding on an ongoing basis. This paper recommends that the Mayoral Forum be invited to endorse development of funding proposals to implement priority actions in the Value-added production and Regional visitor strategy work programmes.
 - 31 An update on CREDS implementation will go to the Mayoral Forum’s workshop with the CREDS reference group on **Thursday 24 August**, and to the Mayoral Forum meeting on **Friday 25 August 2017**.

Mayoral Forum draft three-year work programme 2017–19

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

TDC Timaru District Council

UC University of Canterbury

WMK Waimakariri District Council

WHAT	WHEN	TASK	SPONSOR	LEAD	STATUS / NEXT STEPS
Major Initiatives					
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 funding proposals submitted to Regional Growth Programme Apr 2017 refreshed CREDS launched 23 June 2017 COMPLETE
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 – agenda item 4
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 agenda item 6
4. 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 agenda item 14
Canterbury Regional Economic Development Strategy accelerator projects					
5. Strategic policy analysis and advice, regional transport	30 June 2018	<ul style="list-style-type: none"> accelerate progress on the four work programme priorities co-ordinate a stocktake of the resilience of the roading network in Canterbury 	Winton Dalley	ECan	<ul style="list-style-type: none"> funding agreement signed recruitment in progress July 2017
6. Mobile and broadband coverage mapping and analysis	30 June 2018	<ul style="list-style-type: none"> identify and GIS map remaining gaps in mobile and broadband coverage work with stakeholders to analyse coverage gaps for economic and social significance support lead Mayor's advocacy for solutions 	Damon Odey	TDC	<ul style="list-style-type: none"> initial project scoping 28 July 2017 preparation of business case and funding agreement August 2017
7. Promote uptake and use of digital technology	30 June 2018	<ul style="list-style-type: none"> identify and publicise uptake and use of digital technology to improve productivity in rural Canterbury 	Damon Odey	TDC	<ul style="list-style-type: none"> initial project scoping 28 July 2017 preparation of business case and funding agreement August 2017
8. Youth transitions	30 June 2018	<ul style="list-style-type: none"> facilitate, in partnership with MSD and MoE, expansion with evaluation of programmes piloted by Aoraki Development in South Canterbury to support youth transitions to further education, training and employment 	David Ayers	WMK (tbc)	<ul style="list-style-type: none"> initial scoping with MSD July 2017 preparation of funding agreement August 2017
9. Job Ready Programme	30 June 2019	<ul style="list-style-type: none"> Expand the programme to South Canterbury (40 students per year) 	David Ayers	ChristchurchNZ	<ul style="list-style-type: none"> for discussion with ChristchurchNZ and preparation of business case and funding agreement August 2017
10. Improve productivity	30 June 2022	<ul style="list-style-type: none"> investigate new value-add, market opportunities that Canterbury is placed to take advantage of – e.g. niche markets, particularly in China and SE Asia consult and engage with South Island economic development agencies on creating a virtual economic policy unit/function, to support economic development strategy and implementation across the South Island 	Craig Rowley	Christchurch NZ	<ul style="list-style-type: none"> for discussion with ChristchurchNZ and preparation of business case and funding agreement August 2017

WHAT	WHEN	TASK	SPONSOR	LEAD	STATUS / NEXT STEPS
11. High-value manufacturing	30 June 2021	<ul style="list-style-type: none"> Co-ordinate across the Canterbury Tertiary Alliance and with the Lincoln Hub, CRIs, Callaghan Innovation and NZ Trade and Enterprise to connect industry needs to research and accelerate knowledge translation to high-value production and manufacturing for export 	Craig Rowley	UC	<ul style="list-style-type: none"> for discussion with UC and preparation of business case and funding agreement August 2017
12. Business case for rail passenger services south of Christchurch	30 June 2018	<ul style="list-style-type: none"> work with KiwiRail on assessment of the business case for reintroducing rail passenger services south from Christchurch 	Damon Odey	Aoraki Development	<ul style="list-style-type: none"> initial project scoping 28 July 2017 preparation of business case and funding agreement August 2017
13. CREDS implementation management	30 Sep 2018	<ul style="list-style-type: none"> provide contract management across all work programmes support lead Mayors with CREDS implementation monitoring and reporting 	Lianne Dalziel	ECan	<ul style="list-style-type: none"> funding agreement signed recruitment in progress July 2017
14. CREDS monitoring	31 Dec 2017	<ul style="list-style-type: none"> design a reporting template to improve communication and impact assessment further develop CREDS outcome indicators (with MBIE, MSD and MoE) 	Lianne Dalziel	Secretariat / ChristchurchNZ	<ul style="list-style-type: none"> template designed and ready for 24 Aug report 2017 preparation of business case and funding agreement August 2017 indicators to be further developed for Feb 2018 report
15. Canterbury story	30 June 2018	<ul style="list-style-type: none"> further develop 'the Canterbury story' – validation nationally and internationally production of a video fund-raising for ongoing assets library development, hosting and use 	Jim Palmer	Secretariat/ ChristchurchNZ	<ul style="list-style-type: none"> for discussion with ChristchurchNZ and preparation of business case and funding agreement August 2017
Other CREDS priority actions 2017–19					
16. <i>To come – as priorities for action are translated into action plans across the 7 work programmes</i>		<ul style="list-style-type: none"> 			<ul style="list-style-type: none">
Minor to mid-sized initiatives					
17. 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 reported 24 Feb 2017 agenda item 9
18. 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 reported to CMF 26 May 2017 submitted to Inquiry 21 July 2017 to report to CMF by 31 May 2018
19. 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 agenda item 16
20. 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 reported to CEF 8 May 2017 – on track agenda item 17
21. 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 reported to CEF 8 May 2017 agenda item 18
22. 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 reported to CEF 8 May 2017 report to CEF by 31 May 2018

WHAT	WHEN	TASK	SPONSOR	LEAD	STATUS / NEXT STEPS
23. 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 postponed to October 2017
24. 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 agreed by CMF 24 Feb 2017 application made to the Registrar of Companies for its removal from the Register in process – on track as at 21 July 2017.
25. 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
26. 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 build of 3D tools to enhance user experience by September 2017 build an all-of-Canterbury e-Plan application to include all regional and district plans build property search tool – phase II by June 2017 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 training and support for councils in progress new website work programme completed (contains district council functionality) new launch of mobile application completed Property Search tool – first phase complete
27. 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 Oct 2016
28. 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 MBIE has discontinued this project
Completed items					
29. 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 endorsed by CMF 24 Feb 2017 complete

Chief Executives Forum

Item 7

Date: 31 July 2017

Presented by: Bill Bayfield

Regional compliance, monitoring and enforcement working group terms of reference

Purpose

This paper presents draft terms of reference for the regional compliance, monitoring and enforcement working group.

Recommendations

That the Chief Executives Forum:

- 1 **review** the draft terms of reference for the regional compliance, monitoring and enforcement working group
- 2 **agree** that the regional compliance, monitoring and enforcement working group report to the Operations Forum
- 3 **note** that the working group will have an opportunity to review and comment on the draft terms of reference when it first meets, before these are finalised and formally approved by the Chief Executives Forum on 30 October 2017.

Background

- 1 On 8 May 2017, the Chief Executives Forum agreed to the formation of a regional compliance, monitoring and enforcement working group in response to recommendations in the Environmental Defence Society's (EDS) report, *Last line of defence: Compliance, monitoring and enforcement of New Zealand's environmental law*.
- 2 The report looks at the role and importance of enforcing environmental compliance, and provides a snapshot of the approach taken in New Zealand. It explores the difficulties of enforcement, identifies areas of innovation, and proposes some potential solutions.
- 3 The EDS report recommended that regional (and unitary) councils:
 - provide leadership to territorial authorities, as resources allow, by providing advice, guidance and co-ordinating networking
 - continue to co-ordinate at a national level, and provide input to initiatives at a national scale (especially performance indicators in the NMS).
- 4 The EDS report encouraged district and city councils to:
 - acquire dedicated staff who are appropriately trained, to undertake compliance, monitoring and enforcement activities
 - continue to seek opportunities to network with other councils, participate in sector initiatives and share resources wherever possible.

- 5 Drawing on these recommendations and building on existing collaboration frameworks in Canterbury, the Chief Executives Forum agreed to establish a regional working group to build on current capability and share advice and guidance on compliance, monitoring and enforcement.
- 6 I propose that the group report to the Operations Forum.

Regulatory Managers group

- 7 While drafting terms of reference for this group, we noted that regulatory managers from across the region have formed a group and were represented at the first Operations Forum on 1 May 2017. We are confident that there is no duplication of effort or scope between the two groups.
- 8 The Regulatory Managers group is concerned with regulation that applies primarily to Territorial Authorities; e.g. alcohol, dogs, parking regulations. Its work programme is likely to include upskilling and training of regulatory staff and managers across the region.
- 9 The compliance, enforcement and monitoring working group will encompass all aspects of compliance, enforcement and monitoring, with a focus on environmental law.
- 10 In summary, both groups seek to share knowledge and expertise with colleagues across the region, but the scope, context and scale are different.
- 11 There may be opportunities for both groups to combine for training purposes or guest speakers when generic compliance, monitoring or enforcement are the focus.

Next steps

- 12 The secretariat will ask Chief Executives to nominate representatives from their councils as members of the working group. When the group meets for the first time, it will select a chair and have an opportunity to review and comment on the draft terms of reference before these are finalised and formally approved by the Chief Executives Forum when it next meets on 30 October 2017.

Draft Terms of Reference

Compliance, Monitoring and Enforcement Working Group

As agreed by the Chief Executives Forum on xxxxxxx

Background and purpose

- 1 The Chief Executives Forum agreed to the formation of a regional Compliance, Monitoring and Enforcement working group in May 2017 to share advice and guidance on compliance, monitoring and enforcement of environment law across the region.
- 2 The working group was formed in response to the findings of the Environment Defence Society Report (March 2017) *Last line of defence: Compliance, monitoring and enforcement of New Zealand's environmental law* (Marie Brown). The report encouraged councils to share resources and network with each other to build capability and share expertise in compliance, monitoring and enforcement of environmental law.
- 3 The Working Group reports to the Canterbury Operations Forum and through that to the Chief Executives Forum and the Canterbury Mayoral Forum.

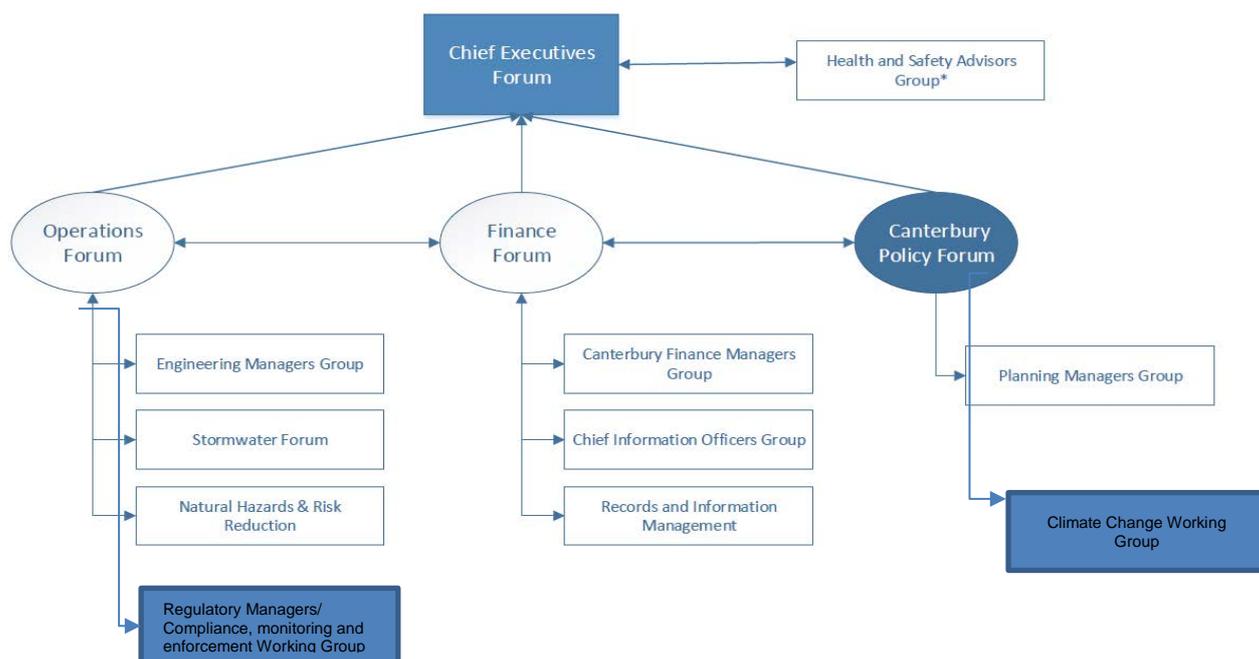


Figure 1: Proposed Compliance, Monitoring and Enforcement Working Group reporting line

Scope

- 4 Matters subject to the Working Group's consideration include:
 - sharing advice, guidance, resources and learning on compliance, monitoring and enforcement across the region
 - incorporating best practice approaches across the region
 - establishing regional consistency on compliance, monitoring and enforcement

- alignment in policy, approach and communications across the region
- identifying and addressing emerging issues, risks, limitations and/or barriers.

Membership and operation of the Forum

- 5 Membership to include one to two representatives from each council. Representatives will be able to engage and influence across their organisation on this issue. Ideally, they will represent their organisation's compliance, monitoring and enforcement management function.
- 6 The group may allocate an issue(s) to a sub-group(s), which may include other staff, or another appropriate collaborative grouping, to consider and develop a response(s). Sub-group(s) should periodically update the Compliance, Monitoring and Enforcement Working Group.
- 7 Annually, the group shall appoint a chair from its membership. The chair is eligible for reappointment.
- 8 The Chair is responsible for secretariat support for the group, maintaining relationships and ensuring that the group is functioning under these Terms of Reference.
- 9 The Working Group will meet in person at least quarterly to:
 - share knowledge and expertise, advise and guide councils in their compliance, monitoring and enforcement roles
 - refine the work programme to reflect feedback from the Chief Executives Forum and Canterbury Mayoral forum
 - report progress on working group work programme items, and review where necessary
 - allocate responsibility for items in the work programme.
- 10 The Working Group will maintain regular electronic exchanges to consider issues and monitor progress and to exchange ideas.
- 11 The Working Group Chair shall report quarterly to the Canterbury Operations Forum.

Decision making and representation

- 12 The group has no decision-making ability. It will develop advice to be presented to the Canterbury Operations Forum for agreement to go to the Chief Executives Forum and/or the Mayoral Forum.

Changes to the Terms of Reference

- 13 The Working Group may recommend changes to the Terms of Reference to the Operations Forum, to be agreed by the Chief Executives Forum.
- 14 The Operations Forum will review the Terms of Reference at least every three years for agreement by the Chief Executives Forum.

Chief Executives Forum

Item 9

Date: 31 July 2017

Presented by: Jim Palmer, for Gerard Cleary (Chair, Canterbury Regional Stormwater Forum Steering Group)

Canterbury Regional Stormwater Forum report

Purpose

This paper updates the Chief Executives Forum on progress of the Canterbury Regional Stormwater Forum (the forum).

Recommendations

That the Chief Executives Forum:

- 1 **receive** this progress report
- 2 **note** the Canterbury Regional Stormwater Forum is seeking progress in the following key areas:
 - implementing the Canterbury Land and Water Regional Plan
 - developing best practice stormwater design website for Canterbury
 - addressing gaps identified in the Best Practice Gap Analysis to continue to develop best practice guidance
 - seeking 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** the current forum budget 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.

Background

- 1 The forum is comprised of territorial authorities, Te Rūnanga O Ngāi Tahu, Environment Canterbury, the University of Canterbury and private consultants with expertise in stormwater management. It seeks to ensure that stormwater consent provisions for asset infrastructure investment and other requirements represent value to communities.

Progress to date

- 2 The forum is currently progressing the following key objectives through its three working groups:
 1. Regulation - implementing the Canterbury Land and Water Regional Plan
 2. Best Practice - improving awareness and uptake of stormwater management best practice solutions throughout Canterbury

3. Behaviour Change - 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 Working groups' achievements are detailed in Appendix A.
- 4 Key publications of the stormwater forum to date are:
 - *Cultural Review of Stormwater Forum Documents*, December 2016, prepared by Mahaanui Kurataiao Ltd on behalf of the six Papatipu Rūnanga of Canterbury
 - Publication of NIWA report on "*Copper and Zinc Aquatic Toxicity: Frequently Asked Questions*", May 2017
 - Interpretation document prepared by Environment Canterbury "*Plan Change 4 – consent requirements for rural villages and definitions of 'reticulated stormwater network'*", April 2017
 - Publication of the *Canterbury Stormwater Best Practice Gap Analysis" 2016*, by Peter Christensen
 - "*Evaluation of Stormwater Treatment Construction Costs*", published by Opus in February 2016.

Stormwater Forum Funding

- 5 A current budget of \$30,000 is available for expenditure on projects that are endorsed by the forum Steering Group. The funding was sourced from the larger councils that participate in the forum. These are Ashburton, Christchurch City, Environment Canterbury, Selwyn, Timaru and Waimakariri District Councils.
- 6 The Steering Group is currently considering funding the development of a best practice stormwater design website for Canterbury.

Next steps

- 7 The forum Steering Group will meet on Wednesday 2 August to progress several actions. These include:
 - commissioning development of the stormwater design best practice website for Canterbury
 - supporting efforts, particularly among the smaller councils, to ensure all urban stormwater network consent applications are lodged with Environment Canterbury by 30 June 2018. The option of the Stormwater Forum facilitating workshops with Territorial Authorities and Environment Canterbury to help achieve this will be considered.
 - supporting a Christchurch City Council led project for Canterbury councils to lobby Government to ban the use of copper brake pads in vehicles (wear on copper brake pads is a key cause of exceedance of the Schedule 5 Land and Water Regional Plan water quality standards for stormwater discharges)
 - determining how the Stormwater Forum can support the Christchurch City Council "*Community Water Partnership Initiative*", and investigate future options to extend the reach of this programme more widely throughout Canterbury. This programme seeks to effect broad community behaviour change in order to reduce source pollutants from discharging into stormwater systems from activities in the community.

Appendix A

Project	Working Group	Progress
Plan Change 4 to the Canterbury Land and Water Regional Plan	Regulation	Determining how network operators will account for and be responsible for the quality and quantity of stormwater discharges via the system from 2025
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
Stormwater Bylaw Best Practice Template	Regulation	A sample bylaw best practice template is in development, which will draw from the Plan Change 4 outcomes
Regional Storm Water Forum SharePoint Site	Best Practice	The SharePoint site has been developed, is operating and being regularly updated
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 complete and published on the SharePoint site
Public education and behaviour change to improve stormwater quality outcomes	Behaviour Change	Support the Christchurch City Council " <i>Community Water Partnership Initiative</i> " and investigate options to extend the reach of this programme more widely throughout Canterbury

Chief Executives Forum

Item 10

Date: Friday 31 July 2017

Presented by: Bill Bayfield, Chair, Canterbury Policy Forum

Canterbury Policy Forum report

Purpose

This paper reports on the Canterbury Policy Forum meeting held on 7 July 2017.

Recommendations

That the Chief Executives Forum:

- 1 **receive** the report on the work of the Canterbury Policy Forum.

Climate change and councils' roles

- 1 The Forum discussed the climate change working group terms of reference and noted the importance of linking to other work in this area.
- 2 To date the following representatives from councils have been nominated for the working group.

<i>Name</i>	<i>Council</i>	<i>Role</i>
Stefanie Rixecker	Environment Canterbury	Director, Science (Convener)
Amit Chauhan	Selwyn DC	Water and Wastewater Operations Engineer
Geoff Meadows	Waimakariri DC	Policy Manager
Suzette Van Aswegen	Mackenzie DC	Planning and Regulations Manager
Adrian Hodgett	Timaru DC	Finance Manager
Ronnie Cooper	Te Runanga o Ngāi Tahu	Principal Manager Policy, Strategy and Influence
Melissa Renganathan	Ashburton DC	Science and Policy
Stephanie Chin	Hurunui DC	Policy Planner
Kevin McDonnell	Christchurch CC	Team Leader Asset Planning, Three Waters & Waste Unit
Linda Bennett	Christchurch CC	Senior Communications Advisor, Public Information & Participation Unit

Regional submissions review

- 3 The Forum received a review of regional submissions and advocacy letters to central government that explored the value these have provided to Canterbury councils. A copy of this report is attached for information.
- 4 There was broad consensus that regional submissions and advocacy letters represent significant value to Canterbury councils. Views included:
 - some smaller councils are 'almost entirely' reliant on regional submissions
 - the collective view of Canterbury councils carries weight in Wellington
 - the collective view also carries weight in Canterbury – regional submissions can influence the position of particular councils or councillors
 - there remains a place for individual council submissions – these allow councils to take stronger positions on points or talk to council-specific issues
 - the work of the secretariat in co-ordinating and producing regional submissions and advocacy letters is valuable and should be acknowledged.
- 5 On 21 July 2017, the secretariat organised a regional training workshop to build the confidence of staff and create a policy hapori/community of practice across the region. Despite the weather, 28 policy and planning staff were able to attend, from the Hurunui, Waimakariri, Christchurch, Ashburton and Waimate councils, Environment Canterbury and the CDHB. Staff from the Office of the Clerk presented in the morning session on Select Committees; the afternoon was a workshop on effective policy writing led by the secretariat.

Regional submissions 2017/2018

- 6 The Policy Forum revisited the list of legislation that may require a regional submission. Councils were invited to notify the secretariat of any missing legislation and/or interest in leading submission processes.
- 7 The secretariat noted that the current list is RMA focussed and they are working to broaden this to other areas of legislation.
- 8 The Forum agreed that Environment Canterbury would lead a regional submission on the proposed national environmental standard on outdoor storage of tyres. The Environment Canterbury submission would be used as a basis for a joint submission.

Centre of Excellence for Quality Advice

- 9 Nicole Randall (Principal Advisor Policy) reported on the Christchurch City Council Centre of Excellence for Quality Advice that was established in October 2016 and offered Forum members:
 - attendance at professional development events
 - copies of best practice reports, standards for reports, policies and strategies
 - guidance material including standards for reports, policies and strategies.
- 10 Christchurch City Council will approach Chief Executives to establish a cross-agency group to share best practice for advice, policies and strategies.

Other business

11 The Forum received updates on:

- Canterbury Water Management Strategy
- Canterbury Regional Economic Development Strategy and accelerator projects funded by central government
- national water initiatives
- freedom camping
- Regional Pest Management Plan review
- Braided Rivers Management project
- regional transport
- Canterbury Planning Managers Group.

Canterbury Policy Forum

Item 10(a)

Date: 7 July 2017

Presented by: Cam Smith

Review of regional submissions

Purpose

This paper considers regional submissions and advocacy letters to central government, and explores what value these have provided to Canterbury councils.

It assesses how these submissions and letters have been developed, whether corresponding submissions have been made by individual councils, and whether the issues or requests raised have been consistent with government decision-making.

Recommendations

That the Canterbury Policy Forum:

- 1 **discuss** the value to councils of jointly produced submissions and advocacy letters; and
- 2 **agree** to take this paper, with any amendments considering 1 above, to the Chief Executives Forum.

Key points

- 1 This assessment shows:
 - it is challenging to draw attribution between regional submissions and central government policy, but this shouldn't devalue the role of regional submissions
 - regional submissions likely give a stronger voice to smaller councils
 - regional advocacy letters appear effective at drawing Ministerial attention to regional economic issues, and influencing action.

Background

- 2 The Canterbury Policy Forum in April 2017 and the Chief Executives Forum in May 2017 asked that a review of the effectiveness of regional submissions made jointly by Canterbury councils be undertaken.
- 3 Canterbury councils have made joint submissions through central government consultation processes, and jointly delivered advocacy letters on specific issues to relevant Ministers. These actions are consistent with the Terms of Reference for the Canterbury Policy Forum, which include:
 - ensure a strong local government “voice” on issues affecting Canterbury;
 - reduce duplication of policy effort and, as a result, work more effectively and efficiently together; and

- provide support to smaller councils when assessing national and regional policy initiatives.
- 4 This paper also takes into account the “Working together for Canterbury” paper presented to the Mayoral Forum in February this year, and particularly the policy and process for joint advocacy outlined in Appendix 4 of that paper. This included a process whereby:

“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.”

Process

- 5 The following process was undertaken for this paper:
- identify all submissions and advocacy letters produced by, or on behalf of the Forum since 2014
 - identify the agency responsible for drafting these documents
 - select five submissions/letters for further analysis, including whether individual council submissions were also produced, and whether/what Ministerial/policy response was generated.
- 6 As noted, the analysis has been broadened to also include regional advocacy letters. Broadly speaking, regional submissions respond to central government policy or legislative proposals through consultation processes. Advocacy letters are used by Canterbury Councils to proactively raise issues or advocate actions with Ministers.
- 7 A full list of submissions and letters is provided in Appendix A. This shows:

Total submissions = 27	Submissions = 14
	Letters = 13
Drafting agency	Mayoral Forum Secretariat = 15
	Environment Canterbury = 6
	Other = 6

- 8 The documents range in length (and required effort). Some are substantive (the submission on the Resource Legislation Amendment Bill numbered 27 pages), while others, and especially letters, can be limited to 2 or 3 pages.
- 9 The Mayoral Forum Secretariat has produced much of the material (and letters in particular), while Environment Canterbury has produced the bulk of large submissions.

Assessing the impact of submissions and advocacy letters

- 10 Establishing whether and how regional submissions have impacted on final policy decisions is difficult. A regional submission will be one of many submissions received, some or all of

which may support similar points, and generally there is limited/no feedback received from Select Committee or departments.

- 11 Assessing Ministerial responses to advocacy letters is less challenging. In most cases, Ministers (or their staff) reply directly to letters, which gives some basis to assess how effective a letter has been at a) drawing a Ministers attention to an issue, and b) influencing Ministerial action.
- 12 Further analysis has been undertaken on five submissions and advocacy letters to assess what Ministerial/policy response was generated, and whether individual council submissions were also produced (Appendix B).
- 13 Submissions influence and help shape policy and legislative proposals, and the analysis in Appendix B shows that points raised within the selected regional submissions have been consistent with policy outcomes. However, while direct attribution is difficult to prove, this shouldn't devalue the role of (regional) submissions.
- 14 Regional advocacy letters appear to be effective at drawing attention to issues and influencing action. This would seem an efficient mechanism given the relatively low resource requirements for crafting letters (when compared to drafting submissions).

Value to Canterbury councils

- 15 The value of regional submissions and letters can also be assessed against the relevant sections of the Canterbury Policy Forum terms of reference (outlined in paragraph 2 above).
- 16 It seems reasonable to assume regional submissions give a stronger voice to local government in Canterbury, and that regional advocacy letters will hold more weight with Ministers than letters from individual councils.
- 17 On reducing duplication and working more efficiently, individual councils have submitted on policy or legislative proposals with significant implications e.g. large RMA or LGA proposals. This is understandable given the implications of these proposals may differ across councils.
- 18 There appears limited duplication for smaller scale issues, or on issues with a regional economic focus e.g. ultrafast broadband, telecommunications, migrant support (it's assumed that individual councils aren't replicating Mayoral forum letters). However, it is on these issues where letters seem to have received greater traction.
- 19 Submitting and presenting as a collective also presents efficiencies for those running submission and hearing processes. The Office of the Clerk positively commented on this following a joint presentation at a Select Committee hearing.
- 20 Whether or not smaller councils have received support for assessing national and regional policy initiatives is a matter for smaller councils to judge. Their views on this will be useful.

Appendix A – List of regional submissions and advocacy letters

Date	Subject	Submission/ advocacy letter	Audience	Drafting agency	Did individual councils submit?
Dec-14	Settlement support for new migrants	Letter	Ministers of Immigration and Ethnic Communities	Secretariat	n/a
Dec-14	Rural connectivity in Canterbury	Letter	Ministers for Communications and Economic Development	Secretariat	n/a
Apr-15	Heritage NZ Pouhere Taonga Statutory Policies	Submission	HNZPT	ECan	n/a
May-15	Environment Canterbury Review	Submission	MfE	Waimakariri, with support from Secretariat	Yes, majority
Jun-15	Selection process for UF Broadband	Letter	MBIE	Secretariat	n/a
Jul-15	Fire services review	Submission	DIA	Secretariat	Yes, majority
Nov-15	Access for migrants to health care	Letter	Minister of Health	Ashburton	n/a
Nov-15	Environment Canterbury Transitional Governance Bill	Submission	Select Committee	Waimakariri, , with support from Secretariat	Yes, majority
Dec-15	Fast broadband in rural Canterbury	Letter	Minister for Communications	Secretariat	n/a
Feb-16	Convention and Events Centre	Letter	Prime Minister	Secretariat	n/a
Mar-16	Resource Legislation Amendment Bill	Submission	Select Committee	ECan	Yes, majority
Mar-16	Tourism in Canterbury – and planning for further expansion	Letter	Prime Minister/Minister of Tourism	Secretariat	n/a
Apr-16	Fresh Water next steps	Submission	MfE	ECan	Yes, several
May-16	Partnering with government to encourage and support tourism in Canterbury	Letter	Prime Minister/Minister of Tourism	Secretariat	n/a
Jul-16	National Policy Statement Urban Development Capacity	Submission	MfE	ECan	Yes, several

Jul-16	Local Government Act Amendment Bill (No 2) 2016	Submission	Select Committee	ECan/Secretariat	Yes, majority
Aug-16	Telecommunications (Property Access and other matters) Amendment Bill	Submission	Select Committee	Secretariat	No
Aug-16	Regulations to support the Fire and Emergency New Zealand Bill	Submission	DIA	Secretariat	unclear
Aug-16	Fire and Emergency New Zealand Bill	Submission	Select Committee	Secretariat	Yes, several
Sep-16	Growth of tourism – and economic development in Canterbury	Letter	Prime Minister/Minister of Tourism	Secretariat	n/a
Sep-16	Migrant children's access to education services	Letter	Minister for Tertiary Education, Skills and Employment	Waimakariri	n/a
Nov-16	Telecommunications (Property Access and other matters) Amendment Bill (interim report)	Submission	Select Committee	Secretariat	No
Jan-17	Health (Fluoridation of Drinking Water) Amendment Bill	Submission	Select Committee	CCC	Yes, several
Feb-17	Endorsing the mission and urgency of the Lincoln hub	Letter	Minister for Tertiary Education, Skills and Employment, and Minister of Finance	Secretariat	n/a
May-17	Clean water consultation	Submission	MfE	ECan	Yes, several
Jun-17	Immigration as an election issue	Letter	Political party leaders	SDC	n/a
Jun-17	Economic growth and immigration in Canterbury	Letter	Prime Minister and Minister of Immigration	Secretariat	n/a

Appendix B – Further analysis on 5 regional submissions and advocacy letters

Submission	Were individual submissions made?	Were policy decisions consistent with the submission?	Comment
<i>Resource Legislation Amendment Bill</i> (Select Committee).	Yes, majority of councils submitted.	Majority of points raised consistent with final RLAA changes.	
<i>Local Government Act Amendment Bill 2016</i> (Select Committee).	Yes, majority of councils submitted.	It is understood disputed provisions have been amended (around mandatory performance reporting and service amalgamation).	The Select Committee reported back on 16 June 2017. Implications still being assessed.
<i>Telecommunications (Property Access and other matters) Amendment Bill</i> (Select Committee).	No. The submission supported Northpower's submission for a supplementary order paper (SOP).	Yes. SOP was included in Select Committee report back and reflected in final amendment Act.	Successfully partnered with private sector through a Select Committee process.
Advocacy letter	What was being advocated?	Has there been any progress?	Comment
<i>To Minister of Health – Access for migrants to health care.</i>	Policy change for publicly funded healthcare in Canterbury.	No. Minister satisfied with existing provisions.	Another letter was sent, but without a material response from the Minister.
<i>To Minister of Tourism – Tourism in Canterbury – and planning for further expansion.</i>	Central government leadership; funding assistance; certainty on construction of convention centre build.	Yes, establishment of tourism infrastructure fund, announcement on construction; limited progress on central government leadership.	Canterbury councils secured approx. 1/3 of funding in round 1, and ¼ of funding in round 2.

Chief Executives Forum

Item 11

Date: 31 July 2017

Presented by: David Ward (Chair, Canterbury Corporate Forum) is an apology for this meeting – to be taken as read

Canterbury Corporate Forum report

Purpose

This paper reports on the Canterbury Corporate Forum meeting held on 17 July 2017.

Recommendations

That the Chief Executives Forum:

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

Background

- 1 On 3 February 2017, Chief Executives agreed new arrangements for the structure, function, planning and reporting of forums and working groups, including the formation of regional Corporate and Operations Forums.
- 2 Chief Executives' intent is to recognise and affirm the good work being done in working groups, to strengthen the two-way flow of communication between regional forums and working groups, and to support working groups to be even more effective.
- 3 Chairs of the Corporate and Operations Forums gave verbal updates on their inaugural meetings to Chief Executives on 8 May 2017. In David Ward's absence, the following reports on the second Corporate Forum meeting held on 17 July 2017.

Progress

- 4 The meeting opened with a general discussion on the Mayoral and Chief Executives work programme for the 2017–19 period, together with an acknowledgement of the benefits that the Canterbury Policy Forum has been able to deliver to the Councils of Canterbury.
- 5 The respective Chairs of the Canterbury Finance Managers Group, Canterbury Chief Information Officers Group and Canterbury Records and Information Management Support Group took time to talk about their current work programmes, key risks, milestones and opportunities. Following this discussion, the Forum identified a number of risks that they requested David Ward as Chair to report back to this Forum.

Key discussion points

- 6 There is a risk of not meeting the expectations of the Chief Archivist, Archives New Zealand, about information management. While there is currently no legislation in place requiring us to undertake certain activities, there is an expectation around the importance of record keeping. Counter to this are concerns expressed around the ability

of local authorities to resource staff appropriately, the availability of required skill bases to complete work requirements, and the need to ensure we have the correct technology in place. It was accepted that the Canterbury region will need to develop a focus on records management.

- 7 Protection of information is of paramount importance. The point was made that a cyber-attack is not necessarily an IT issue. Further, as organisations we become more vulnerable to virus attacks and other unscrupulous seekers of information. The meeting raised further issues around the strength of technology providers and in some instances, the under-performance of those parties.
- 8 Is the cost of legislation compliance outgrowing the cost of service delivery? This will impact quite strongly on the perception of local governments' role, responsibility and overall performance.
- 9 The value of the Deloitte's internal audit programme was acknowledged with specific reference being made to procurement contract management. This is a key focus area for the Office of the Auditor General through the current audit review process.
- 10 How can we make it easier for our customers to do business with their local councils? Again we run the risk of focusing on legislative compliance ahead of actual service delivery. The meeting also discussed the perceived benefits of s17a reviews and challenged whether in fact that process has changed our thinking, practices or processes.

Next meeting

- 11 The Corporate Forum will next meet on 16 October 2017. The focus of that meeting will be identifying further risks to our industry and appropriate responses from the three working groups to those risks.

Date: 31 July 2017

Presented by: Tim Harris for David Ward, Chief Executive, Selwyn District Council

Rating and valuation services project update

Purpose

This paper reports progress of the valuation and rating project.

Recommendations

That the Chief Executives Forum:

- 1 **note** the progress that has been made by the working group on the tender for preparation of a business case to assess future options.

Progress

- 1 The Chief Executives Forum received a detailed report on the valuation and rating programme on 8 May 2017. This paper gives an update on progress since then.
- 2 The Rating and Valuation project is progressing along two parallel work streams:
 - establishing a Canterbury Rating Officers' Group
 - a business case for better integration of the rating and valuation functions.
- 3 The Rating Officers' Group has met three times, with meetings held quarterly. The group is supported by Greg Bell, Corporate Services Manager, Selwyn District Council and Diane Brandish, Head of Financial Management, Christchurch City Council. The aim of the Group is to support rating officers through creating networks, sharing and comparing good practice and receiving technical information such as legal updates. Meetings to date have highlighted that councils do operate in quite different ways at times and all can benefit from learning from each other.
- 4 The working group has recently tendered for the preparation of a business case to assess future options. The questions to be answered are: (a) whether it is technically feasible to have a single rating system across Canterbury that can integrate with existing enterprise systems; and (b) whether this is economically sensible. The aim is to be able to bring a report to the Chief Executives Forum on options for the way forward that are based on a detailed understanding of the technical, operational and financial implications.
- 5 The tender process is not yet complete as it has proved challenging to package the work in such a way that it answers the questions within the budget available. Negotiations with the preferred supplier are on-going. Once the project starts we expect it will take around six months for the consultant to complete the work. This stage of the project will require the support of all councils in the provision of information to the consultant.

Chief Executives Forum

Item 17

Date: 31 July 2017

Presented by: David Ward (Chair, Long-Term Plan Working Group) is an apology for this meeting – to be taken as read

Long-Term Plan working group update

Purpose

This paper provides an update on the Long-Term Plan Working Group.

Recommendations

That the Chief Executives Forum:

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

Background

- 1 On 12 August 2016, the Policy Forum agreed to form a Long-Term Plan Working Group to identify opportunities for councils to work together in the development of Long-Term Plans (LTPs), infrastructure strategies and financial strategies for 2018–28.
- 2 This work builds on the initiatives of the 2015-25 LTP process where councils collaborated on population data, infrastructure strategies, service delivery reviews and development of significance and engagement policies.
- 3 On 8 May 2017, the Chief Executives Forum received a detailed report on the group's progress. This report provides an update on progress since then.

Update

- 4 The group next meets on 7 August 2017. The purpose for meeting is two-fold:
 - council perspective – representatives from each of the attending Councils will take time to detail the work their respective councils have undertaken to this point: key assumptions, identified risks, timeframe for completion, adequacy of resourcing and consultation process. These presentations will focus on best practice, shared resources, and collaboration to ensure that our experienced professional staff are able to complete well-reasoned, draft Long-Term Plan documents for council consideration and community consultation.
 - audit perspective – each of the Canterbury audit directors has been invited to this meeting, firstly to hear how their client councils are progressing, and secondly to provide information to the group about:
 - anticipated matters of emphasis through audit process
 - financial strategy / infrastructure strategy and whether you favour separate or collective strategies
 - the Hot Review process and the perceived benefits that provides to local authorities and their communities

- a desire to ensure KPIs are locally focussed, not nationally focussed.
- 5 The intended outcome from this meeting is that both council staff and Audit Directors are clearly aware of matters of emphasis and time constraints at an early stage, thus making the end part of the draft LTP adoption process more palatable, and enhancing the value of the process and the documentation to the community.

Date: 31 July 2017

Presented by: Matt Bennet, (Co-chair Health and Safety Advisors Group) - to be taken as read

Health and Safety Advisors Group update

Purpose

This paper provides an update on the Health and Safety Advisors Group.

Recommendations

That the Chief Executives Forum:

- 1 **note** the contents of this update.

Background

- 1 On 2 February 2017, Chief Executives agreed terms of reference for a regional health and safety advisors technical working group reporting directly to the Chief Executives Forum.
- 2 On 8 May 2017, Chief Executives received a report on the inaugural meeting of the group. This paper provides an update on the group's second meeting.

Progress

- 3 The Health and Safety Advisors Group met for the second time on 12 June 2017.
- 4 The group has identified that it will be most effective by being a conduit to leverage individual expertise to keep the collective informed of current state and future developments in relevant areas of health and safety.
- 5 It provides a forum for questions and challenges to be openly discussed. A set agenda has been adopted to achieve this, which includes a regular presentation from an external subject matter expert on a pertinent topic.
- 6 Meetings are held quarterly. The next meeting is scheduled for 4 September 2017. WorkSafe NZ and ISAAC are being invited to speak on contractor management.

Agenda

Canterbury Mayoral Forum

Date: Friday 25 August 2017

Time: 9.00am to 12.00n

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

Attendees: **Mayors/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

Chief Executives: Angela Oosthuizen, Hamish Dobbie, Jim Palmer, Dr Karleen Edwards, David Ward, Andrew Dalziel, Bede Carran, Wayne Barnett, Neil Jorgensen (acting), Bill Bayfield

In attendance: Dr Andy Pearce, Cr David Caygill, David Perenara-O'Connell (item 8) Tom Hooper (ChristchurchNZ) Helen Wyn (Senior Regional Official); Abby Cheeseman (MBIE)

Secretariat: David Bromell, Anna Puentener, Louise McDonald (minutes)

Apologies: Stuart Duncan (Waimate)

Time	Item	Person
9:00	1. Welcome, introductions and apologies	Chair
	2. Confirmation of Agenda	
	3. Minutes from the previous meeting	
	3.1. Confirmation of Minutes, 26 May 2017	
	3.2. Action points / correspondence	
9:10	4. Canterbury Regional Economic Development Strategy 2017–19	
	4.1. Reflection on workshop, 24 August	Chair
	4.2. Implementation plan	Jim Palmer
9:30	5. Post-election briefing to incoming Ministers	Jim Palmer
9:40	6. Reflection on discussion with Local Government Commission	Chair
9:50	7. Update on earthquake recovery in North Canterbury (verbal)	Winston Gray Winton Dalley
10:00	<i>Morning tea</i>	
10:15	8. Canterbury Water Management Strategy	
	8.1. How it all began – and Mayoral Forum governance	Winton Dalley David Perenara-O'Connell
	8.2. CWMS targets report 2017	Dr Andy Pearce
	8.3. Developing targets from 2030	David Caygill
11:15	9. Chief Executives Forum report	Jim Palmer
	9.1. 3-year work programme, 2017–19	
	9.2. Highlights from Policy, Corporate and Operations Forums	
11:45	10. General business	Chair
	10.1. Farewell to Wayne Barnett	
12:00	<i>Lunch – followed by:</i>	
	12:30 pm CDEM	
	2:00 pm Regional Transport Committee	

Next meeting: Friday 1 December 2017