

# Canterbury Mayoral Forum: Briefing to Incoming Mayors/Chair

## November 2016

(revised and updated January 2017)



*Canterbury Mayoral Forum 2013–16 (Mayors/Chair and Chief Executives), 24 June 2016*

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## Purpose and overview of this briefing

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1. This briefing to incoming Mayors has been prepared at the direction of the outgoing Mayoral Forum by the Chief Executives Forum, with the assistance of the secretariat.
2. The briefing is in five parts:
  - Part 1: What is the Canterbury Mayoral Forum?
  - Part 2: Decisions for the first meeting (27 January 2017)
  - Part 3: Strategic issues
  - Part 4: Supporting information
  - Part 5: Appendices.

## Part 1: What is the Canterbury Mayoral Forum?

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3. The Mayoral Forum comprises the mayors of the 10 territorial authorities in Canterbury and the chair of the regional council (Environment Canterbury). Chief Executives attend Mayoral Forum meetings to support their mayor/chair.
4. The Mayoral Forum is mandated by paragraph 4 of the [Triennial Agreement](#) and is the key mechanism to give effect to the Agreement by:
  - identifying and prioritising issues of mutual concern and fostering co-operation, co-ordination and collaboration to address them
  - advancing regional economic and social development through leadership, facilitation and advocacy
  - speaking with a strong regional voice on issues of common interest to members
  - working together, and with central government and other key sector leaders in Canterbury, to meet the needs and expectations of our communities.
5. The Mayoral Forum does not have the power to legally bind any council to any act or decision (paragraph 4(b) of the [Charter of Purpose](#)).

## **Part 2: Decisions for the first meeting (27 January 2017)**

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### **Selection of a Chairperson and Deputy Chairperson**

6. Jim Palmer, Chair of the Executives Forum, will chair the first meeting of the Mayoral Forum until the Forum has selected a Chairperson.
7. Paragraph 6 of the Mayoral Forum [Charter of Purpose](#) (terms of reference) provides that:
  - the Canterbury Mayoral Forum shall select a Chairperson at the first meeting immediately following triennial elections. This appointment may be reviewed after a period of 18 months
  - the Chairperson selected will preside at all meetings of the Canterbury Mayoral Forum
  - the Canterbury Mayoral Forum shall select a Deputy Chairperson at the first meeting immediately following triennial elections.

### **Triennial Agreement 2017–19**

8. Not later than 1 March after local government elections, all local authorities within a region must enter into a triennial agreement under Section 15 of the Local Government Act 2002.
9. The purpose of this agreement is to ensure that appropriate levels of communication, co-ordination and collaboration are maintained between local authorities within the region. The agreement must include:
  - protocols for communication and co-ordination between the councils
  - the process by which councils will comply with section 16 of the Act, which applies to significant new activities proposed by regional councils
  - processes and protocols through which all councils can participate in identifying, delivering and funding facilities and services of significance to more than one district.
10. Agreements may also include commitments to establish joint governance arrangements to give better effect to the matters set out above.
11. A triennial agreement may be varied by agreement between all the local authorities within the region, and remains in force until local authorities ratify a new agreement.
12. [Appendix 1](#) provides a draft Triennial Agreement 2017–19 that fulfils the requirements of Section 15 of the Local Government Act. Proposed changes from the 2013–16 Agreement are highlighted. The draft:
  - itemises collaborative commitments for 2017–19
  - assigns primary responsibility for communication, co-ordination and collaboration to the Mayoral Forum, supported by the Chief Executives Forum and other regional and sub-regional forums and working groups

- appends a Charter of Purpose (terms of reference) for the Mayoral Forum.

13. The Triennial Agreement needs to be ratified by each council within the region before 1 March 2017. The secretariat will provide a draft covering report that Mayors and their Chief Executives can adapt to give effect to this requirement.

## Charter of Purpose

14. The Charter of Purpose is the terms of reference for the Mayoral Forum. It is part of the Triennial Agreement that needs to be ratified by all member councils.
15. [Appendix 2](#) provides a draft Charter of Purpose 2017–19, with proposed changes from the 2013–16 Charter highlighted.
16. The outgoing Mayoral Forum has encouraged further discussion of paragraph 5(b): *On occasions where the Mayor or Chair cannot attend, a council may be represented by its Deputy Mayor or Chair.* This provision was not activated in 2013–16. The achievements of the Mayoral Forum in the last triennium ([Appendix 4](#)) were in large part due to the commitment of all Mayors to be present, to work together, and to stand together for Canterbury as a matter of priority.

## Proposed meeting dates/times/venue for 2017

17. Proposed meeting dates for 2017 are:

Date	Time	Meeting	Venue

[On 27 January 2017, the Mayoral Forum agreed to review meeting dates/times/venues for 2017. The Forum meets approximately quarterly. Please contact the secretariat for further information (details on p 37).]

18. In 2016, the Mayoral Forum met at the Commodore Airport Hotel, 449 Memorial Ave, Burnside, Christchurch, for working dinners and meetings the following morning. The

Commodore is close to SH1 for members who travel from south and north, and provides off-street parking and reasonably priced accommodation for those who require it.

19. Travel, accommodation and meal costs are borne by the respective council. Meeting room bookings are funded from the secretariat budget, funded by the regional council (see [Resourcing](#)).

### Three-year work programme 2017–19

20. A three-year work programme to implement commitments and decisions of the Mayoral Forum is developed and implemented by the Chief Executives Forum and reported quarterly to the Mayoral Forum.
21. [Appendix 3](#) provides a draft work programme for discussion and further development.

### Canterbury Regional Economic Development Strategy (CREDS)

22. The CREDS as launched in August 2015 focused on short-term actions (to July 2016). The Forum will need to consider refreshing and re-launching the strategy, its work programmes and action plans for 2017–19.
23. At the meeting on 27 January 2017, the Mayoral Forum will be invited to assign or confirm leads for CREDS work programmes. See further [supporting information on the CREDS](#).
24. During 2015–16, lead Mayors/councils were:

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	Angus McKay	Ashburton
Regional visitor strategy	Winston Gray	Kaikōura

## Part 3: Strategic issues

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### Value-added production and irrigation infrastructure

25. Mayor Rowley's engagement with industry leaders identified a reliable supply of freshwater as the critical enabler of value-added production in Canterbury. He led Mayoral Forum advocacy for changes to how central government supports complex regional irrigation schemes – to prevent 'under-build' that will merely meet shareholders' current irrigation needs, and ensure that schemes are built to a scale that enables long-term, sustainable water management and environmental restoration.
26. From 1 July 2016, responsibility for grant funding has shifted from the Ministry for Primary Industries to Crown Irrigation Investments Ltd, so there is end-to-end funding and support from a single entity to get irrigation schemes built as quickly and efficiently as possible.

### Digital connectivity

27. An early win for the CREDS was working with Spark NZ as it developed and assessed its business case for rolling out 4G mobile broadband across all of Canterbury by December 2016, instead of its previously planned 2–3-year timeframe. The \$14 million upgrade has brought 4G mobile to over 70 cell sites, covering 96% of the places rural Cantabrians live and work.
28. In August–September 2016, Damon Odey met with Enable and the four lines companies in Canterbury (Orion, MainPower, Electricity Ashburton, Alpine Energy). Enable is owned by Christchurch City Council; the lines companies are also majority owned by Cantabrians, either through the local council or community trusts.
29. We have identified an opportunity for Enable and the lines companies to work together to provide a unified fibre infrastructure/wholesale service that addresses 'backhaul' and is technically service ready for retailers (Spark, Vodafone, 2 degrees, Vocus) and Wireless Internet Service Providers (WISPs).
30. On 10 October 2016, Mayor Odey met with the ICT Policy and Programmes team at the Ministry of Business, Innovation and Employment, and with Dr Murray Milner from the board of Crown Fibre Holdings Ltd. These meetings confirmed a strong alignment between what we are proposing and central government programmes.
31. Enable and the lines companies subsequently agreed to fund Environment Canterbury to contract a consultant to work with them to identify a potential engagement model to improve the amount of accessible fibre and provide high bandwidth backhaul connectivity for other access technologies (e.g. cellular and wifi) across the Canterbury region.

## **Assessing the case for change: 3 Waters (and Transport)**

32. In 2016, the Mayoral Forum approved an investigation, led by Christchurch City Council, to assess the case for change in the management of 3 Waters and Transport – building on the Great for Christchurch Infrastructure Project. The scope of this work has subsequently been restricted to 3 Waters for the time being.
33. There is no assumption that Council-Controlled Organisations are the solution. The strategic assessment is simply considering themes, reviewing options and investigating potential delivery models if there is regional and/or sub-regional interest in pursuing some form of shared services. See further item 5. in the [draft Three-year work programme](#).
34. In 2015 the Mayoral Forum initiated a review of public transport governance and delivery in greater Christchurch. Under current legislation, it was agreed that the most practicable option was to constitute a Joint Committee with an independent chair.
35. The Local Government and Environment Select Committee's report to the House on the Local Government Act 2002 Amendment Bill (No. 2) has been extended from 28 October 2016 to 31 March 2017. This may offer additional and more flexible options if the Bill proceeds.

## **Government inquiry into Havelock North water contamination incident**

36. Terms of reference for the inquiry were announced on 12 September 2016 and will report back by 31 March 2017.
37. While the inquiry and scope of recommendations exclude 'issues relating to water, aquifer and catchment management which are unrelated to the contamination of specific sources of drinking water supplied to Havelock North,' the inquiry is required to make recommendations on:
  - 'any legal or regulatory changes or additions necessary and desirable to prevent or minimise similar incidents
  - 'any changes or additions to operational practices for monitoring, testing, reporting on and management of drinking-water supplies, implementation of drinking-water standards, contingency planning and responses by local and central government, to address the lessons from this incident
  - 'any other matter which the Inquiry believes may promote the safety of drinking water and/or prevent the recurrence of similar incidents.'
38. On 8 September 2016, Chief Executives agreed to establish a working group of water supply engineers, consents officers and water scientists to examine and report to the Chief Executives Forum on the vulnerability of drinking water supply in Canterbury, in light of terms of reference for the Government inquiry and in consultation with the Canterbury Medical Officer of Health.



39. The working group was convened by Dr Stefanie Rixecker, Director Science, Environment Canterbury, and reported progress to the Chief Executives Forum on 31 October. The working group will report to the Chief Executives Forum on 3 February 2017, and to the Mayoral Forum on 24 February 2017.

## **Tourism infrastructure**

40. Because of strong growth in tourist numbers in Canterbury, the Mayoral Forum advocated for central government support for funding infrastructure (toilets, car parks, rubbish disposal, maintenance of rural roads, etc.) in districts with high visitor flow but a small ratepayer base.
41. Budget 2016 announced a new Regional Mid-sized Tourism Facilities Fund of \$12 million over four years. Applications for the first round closed on 15 September 2016. Six Canterbury councils submitted bids. The Mayoral Forum provided a support letter endorsing the need for investment in tourism infrastructure in Canterbury.
42. Meeting infrastructure needs for a growing visitor industry is an ongoing challenge. The Mayoral Forum wrote to the Prime Minister/Minister of Tourism about this on 30 September 2016. The Rt Hon John Key replied as Prime Minister and Minister of Tourism on 9 November 2016 – circulated with papers for the meeting on 27 January 2017.
43. On 8 November 2016, the Government announced co-funding for 14 infrastructure projects around the country. Canterbury received the most out of all regions – a total of \$988,335 (three of seven applications were successful).
44. The secretariat is looped into exchanges of information between Christchurch & Canterbury Tourism, Christchurch Airport and the Ministry of Business, Innovation and Employment on the impact of the North Canterbury earthquake on visitor flows.

## **Easter trading**

45. The Shop Trading Hours Amendment Act 2016 enables territorial authorities to adopt local Easter Sunday shop trading policies applying to part or all of their districts.
46. The Chief Executives Forum agreed in August 2016 that it would be desirable to have a single, consistent policy across the region, and ideally across the South Island, and asked the Policy Forum to pursue this matter.
47. Responses to a survey of chief executives in September 2016 affirmed the desirability of consistent (but flexible) Easter trading policies across the region and wider South Island, but indicated that a minority of councils with high visitor flow-through is likely to consider such a policy.
48. A suggested way forward is for Kaikōura and Hurunui (if their councils agree) to work together to develop consistent draft local policies, in consultation with the Mackenzie District Council, and report back to the Policy Forum early in 2017.

## **The case for Canterbury**

49. Jim Palmer, chair of the Chief Executives Forum, is leading a piece of work to research and identify a Canterbury brand story that various stakeholders can use to attract businesses, migrants, visitors and capital investment to the Canterbury region. The 'Canterbury story' will bridge 'the NZ story' and 'the Christchurch story'.
50. The Mayoral Forum applied for and received a grant from the Regional Growth Programme to contract Interbrand NZ to research and develop a Canterbury brand story. Interbrand will complete this project in time to report to the Mayoral Forum's workshop with the CREDS reference group on 23 February 2017.

## Part 4: Supporting information

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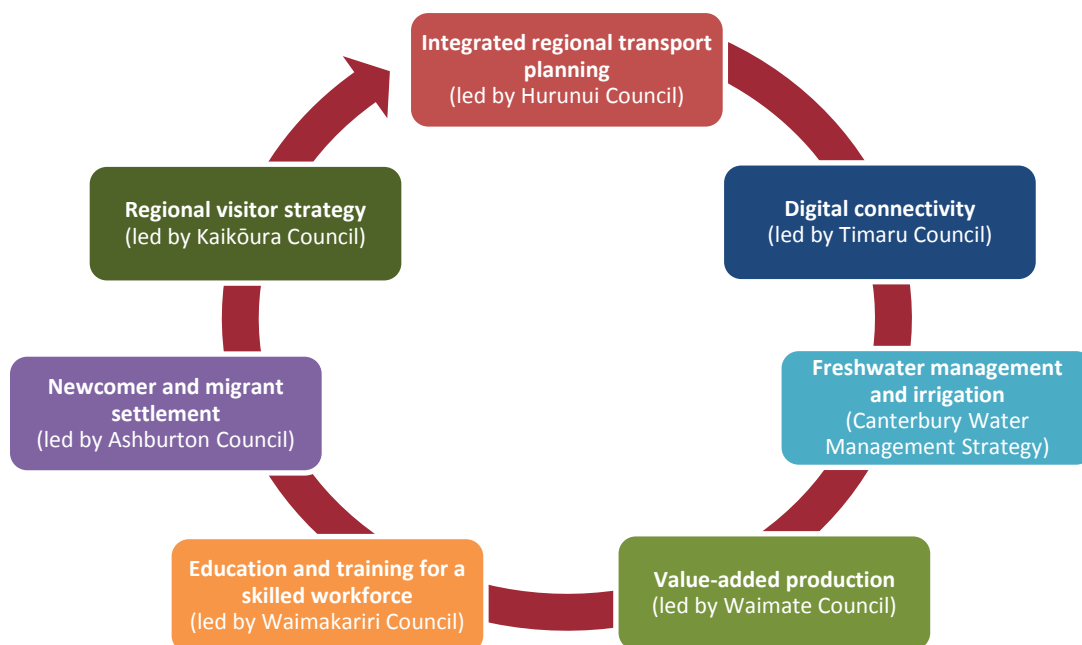
### Canterbury Water Management Strategy (CWMS)

51. The Mayoral Forum initiated the CWMS in 2008 with its vision: *To enable present and future generations to gain the greatest social, economic, recreational and cultural benefits from our water resources within an environmentally sustainable framework.*
52. The CWMS is led by Environment Canterbury, Ngāi Tahu and the region's district and city councils. Environment Canterbury reports quarterly to the Mayoral Forum on implementation of the CWMS.
53. Working together on the CWMS built relationships and trust between local authorities in Canterbury. As relationships developed, councils began to explore opportunities for shared services on a regional or sub-regional basis and developed a joint three-year work programme. This in turn laid a foundation for working together on a regional economic development strategy and action plan.
54. Representation on CWMS zone committees and the regional committee is being refreshed post-local body elections. A briefing on this will be presented to the Mayoral Forum meeting on 27 January 2017.

### Canterbury Regional Economic Development Strategy

55. Advocating on economic and social development opportunities for Canterbury was a commitment in the 2013–16 Triennial Agreement. The Mayoral Forum developed the CREDS following two workshops with key stakeholders in December 2014 and February 2015, and launched it with Ministers Joyce and Brownlee in August 2015.
56. The guiding (20-year) vision is: *a region making the most of its natural advantages to build a strong, innovative economy with resilient, connected communities and a better way of life for all.*
57. Consistent with a commitment to sustainable water management in the CWMS, Mayors have taken a long-term (20-year) view of sustainable regional development that balances economic, social, cultural and environmental outcomes.
58. Two key drivers are population ageing and positioning the region's underlying economy for when the rebuild of greater Christchurch is substantially complete.
  - Canterbury's population is older and ageing at a faster rate than New Zealand's population as a whole, and on current trends only three of Canterbury's territorial authorities (Selwyn, Waimakariri and Ashburton Districts) are projected to grow at or above the average annual rate of projected population growth for New Zealand.
  - Ministry of Business, Innovation and Employment modelling projects a loss of around 25,000 construction-related jobs from greater Christchurch between 2017 and 2021.

59. The Mayoral Forum’s partners in the CREDS are Te Rūnanga o Ngāi Tahu (Kaiwhakahaere – formerly Tā Mark Solomon), the Canterbury Development Corporation (Tom Hooper), the Canterbury Employers’ Chamber of Commerce (Peter Townsend), and the Committee for Canterbury (Gill Cox). A wider group of stakeholders from the farming, manufacturing, tertiary education, business, telecommunications, transport and tourism sectors comprises the CREDS reference group. This group meets with the Mayoral Forum approximately six monthly to review progress and provide advice on gaps and next steps.
60. The Forum agreed seven priority work programmes to achieve its vision. These cluster around **infrastructure** (integrated regional transport planning, digital connectivity, freshwater management); **value-added production**; **growing social and human capital** (education and training for a skilled workforce, and newcomer and migrant settlement); and **visitor strategy**.



61. A key innovation of this ‘strategy in action’ is that a lead Mayor, supported by their Chief Executive, directs each of the seven work programmes and is mandated by the Mayoral Forum to provide leadership across the entire region. Mayors provide leadership and facilitation to engage stakeholders with ‘skin in the game’, identify and remove barriers, knock on and open doors to opportunities, and advocate with one strong voice for Canterbury and its communities.
62. Canterbury Development Corporation staff supported the secretariat to develop baseline regional economic indicators as at 30 June 2015. Updates are provided six monthly, to assist the Forum to assess whether and to what extent its objectives are being achieved. The next update of these indicators is due in February 2017.
63. Mayors meet for a working dinner the evening before quarterly Mayoral Forum meetings. CREDS lead Mayors report progress, engage in collective problem solving, and identify opportunities for leverage between work programmes.

64. The CREDS was a finalist in the LGNZ Local Government Excellence Awards. In preparing its entry, the Mayoral Forum reflected on six themes that had emerged from its experience to date.
- **Step up and lead**
    - Mayors have a stronger mandate to lead than we sometimes imagine – especially when we stand together.
    - Lead Mayors and their councils are mandated by the Mayoral Forum to exercise leadership on behalf of the region as a whole.
  - **Build on experience and trusted relationships**
    - The CREDS has built on the region’s experience and success in collaborating on the Canterbury Water Management Strategy.
    - Relationships, trust and effective ways of working together are established over years, and provide a strong platform for subsequent success.
  - **Turn data into information to support decision making**
    - A commitment to evidence-informed decision making runs across all work programmes and the strategy as a whole.
    - The Policy Forum provided demographic analysis; Canterbury Development Corporation helped develop regional economic indicators; the transport sector steering group has agreed to collaborate on data sharing and analysis.
  - **Keep it simple and practical**
    - The CREDS is a modest and realistic strategy, focused on practical actions to make a difference.
  - **Don’t over-consult**
    - We don’t need to establish, or re-establish the obvious.
    - Target the people who care and can make a difference – work with a coalition of the willing and people who have ‘skin in the game’ – and get on with it.
  - **Facilitate market solutions**
    - Collaborative local government can facilitate market solutions and lower the risk for private sector investment.
65. CREDS achievements Aug 2015 to Aug 2016 are summarised in [Appendix 4](#). Key CREDS documents can be downloaded from the regional forums [website](#).
66. In recognition of the Mayoral Forum’s leadership and success, the regional development group of Ministers chaired by Hon. Steven Joyce has committed central government support to the ongoing development and implementation of the CREDS, and appointed Helen Wyn, a Deputy Chief Executive in the Department of Internal Affairs, as **Senior Regional Official** to liaise between Ministers, central government agencies and the Mayoral Forum.
67. Regional development Ministers suggested in August 2016 that the Forum consider strengthening connections between economic and social development. In response,

John Henderson, Regional Commissioner for Social Development, has been briefed and has accepted an invitation to participate in the CREDS reference group.

## **How Mayors and their councils have worked together**

68. The Mayoral Forum has strongly advocated for local democracy and the strength and ongoing viability of local communities. Working together through relationship-based collaboration has been preferred to centralisation and/or amalgamation.
69. Responding in real time to issues, standing together and speaking with 'one strong voice for Canterbury' has proved to be highly effective. For example, the Policy Forum has co-ordinated development of joint submissions on proposed regulation by central government, supported by joint appearances (usually by teleconference) before Select Committees. We have achieved greater impact at less cost by joint advocacy on issues affecting Canterbury.
70. The Forum has not, of course, always been of a single mind on every issue, and member councils reserve – and have exercised – the right to make individual submissions as well. But the principle has been to work together, whenever and however we can, to secure the best possible outcomes for Canterbury and its communities, at the lowest possible cost to ratepayers.
71. To preserve trust and transparency, the following process has evolved.
  - Whenever possible, a letter or submission written on behalf of the Mayoral Forum is circulated for prior approval by 'reply all' to all Mayors, cc'd to Chief Executives.
  - An agreed final version is formatted onto Mayoral Forum letterhead by the secretariat and emailed to the recipients (or lodged on the Parliament website for select committee submissions).
  - The secretariat saves documents into the regional council's document management system, in order to comply with requirements of the Local Government Official Information and Meetings Act 1987 and the Public Records Act 2005.
  - The secretariat circulates a copy of the final agreed letter or submission to all members of the Forum.
72. Regional forums are building relationships with Te Rūnanga o Ngāi Tahu (TRONT). Tā Mark Solomon, Kaiwhakahaere, met with the Mayoral Forum in 2015 and TRONT is a partner in the CREDS. Bill Bayfield, as chair of the Policy Forum, has regularly shared information with Arihia Bennett, Chief Executive of TRONT, and a representative of TRONT's Strategic Policy team has recently begun attending Policy Forum meetings.

## Regional forums and working groups

### ***Chief Executives Forum***

73. Paragraph 5 of the draft [Triennial Agreement 2017–19](#) provides for a Chief Executives Forum, reporting to the Canterbury Mayoral Forum.

- The Chief Executives Forum:
- develops and implements the Mayoral Forum’s three-year work programme
- implements decisions of the Mayoral Forum
- identifies and escalates strategic issues and opportunities in the governance and management of effective and efficient delivery of services, infrastructure and regulatory functions across the region
- maintains oversight of the Canterbury Policy Forum and technical working groups.

74. The Chief Executives Forum generally meets quarterly, in advance of the Mayoral Forum. Members comprise Chief Executives from all councils. The Forum is currently chaired by the Chief Executive of the Waimakariri District Council, Jim Palmer.

### ***Canterbury Policy Forum***

75. The Canterbury Policy Forum was established in 2013 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
- facilitate communication and engagement with Ngāi Tahu
- practise working together in ways that support innovation, collaboration and joint initiatives.

76. The Policy Forum generally meets quarterly. Members comprise a mix of chief executives and senior policy managers from all councils. The Forum is currently chaired by the Chief Executive of Environment Canterbury, Bill Bayfield.

77. The Policy Forum’s work has been funded by an agreed levy on member councils – see [Resourcing](#).

78. Specific matters before the Mayoral Forum or Chief Executives Forum may be referred to the Policy Forum to progress. In particular, the Policy Forum work has supported the Mayoral and Chief Executives Forums with:

- influencing legislation and national policy
- addressing multiple council issues
- information to support decision making
- strengthening collaboration in Canterbury.

### ***Canterbury Civil Defence Emergency Management Group Joint Committee***

79. The Civil Defence Emergency Management Act 2002 requires the regional council and every territorial authority within that region to establish a Civil Defence Emergency Management Group as a joint standing committee. Each local authority must be represented on the Group by the Mayor/Chair, or an elected person who has delegated authority to act for the Mayor/Chair.
80. The Joint Committee usually meets quarterly. It signs off the Canterbury CDEM Group Plan and provides guidance for how civil defence will be implemented in Canterbury. It is supported by a Co-ordinating Executive Group (CEG) comprising chief executives of territorial authorities and emergency services (including Police, Fire, St John, Hospital Boards). CEG provides advice to the Joint Committee and implements its decisions.
81. Local authorities are also required to:
- ensure they are able to function to the fullest possible extent during and after an emergency
  - plan and provide for civil defence emergency management within their own districts.
82. The Mayor usually makes the declaration for a state of local emergency.

### ***Regional Transport Committee***

83. Environment Canterbury has statutory responsibility under the Land Transport Management Act 2003 for ensuring that a Regional Land Transport Plan (RLTP) is in place for the Canterbury region. This Plan is a statement of transport priorities for the region and co-ordinates the region's requests for central government funding for land transport activities.
84. The legislation delegates responsibility for preparing the RLTP to the Canterbury Regional Transport Committee (RTC), convened by Environment Canterbury. Membership of the Committee comprises elected representatives from each of the territorial local authorities, the Southern Regional Director of the New Zealand Transport Agency, and four sector advisors.
85. As part of the CREDS work programme on integrated, multi-modal regional transport planning, the Mayoral Forum requested the RTC to refresh the strategic direction section of the Canterbury RLTP. This work was completed and signed off by Environment Canterbury in May 2016.
86. Because of the critical importance of transport to the economy of Canterbury and the South Island, and decisions that will need to be made, the Mayoral Forum agreed that it would be highly desirable for Mayors to represent their councils on RTC in the 2017–19 triennium. See further the covering letter to this Briefing from Jim Palmer, Chair of the Executives Forum.



### ***Other regional working groups***

87. Other ongoing regional technical working groups include:

- Canterbury Planning Managers Group
- Canterbury Engineering Managers Group
- Canterbury Finance Managers Group
- Canterbury Local Authorities Chief Information Officers Group
- Canterbury Records and Information Management Support Group
- Health & Safety Advisors Group
- Regional Stormwater Forum
- Canterbury Natural Hazard Risk Reduction Group.

88. Short-term working groups currently include:

- Collaboration working group
- Valuation and Rating Services Management Group
- Canterbury Drinking Water Reference Group
- Technology working group
- Long-Term Plan (2018–28) working group.

89. Because of close connections between policy and planning, the chair of the Planning Managers Group attends the Policy Forum. All technical working groups report to the Chief Executives Forum.

### **Population information and analysis for Canterbury**

90. To support preparation of 2015–25 Long-Term Plans, the Policy Forum commissioned population analysis by a working group of officers from Waimakariri District Council, Christchurch City Council and Environment Canterbury, in consultation with staff at the Timaru and Ashburton District Councils.

91. The objectives of this work were:

- to encourage consistent use of Statistics New Zealand population data across the region
- to support the development of 30-year infrastructure strategies
- to share skills in demographic analysis across the region.

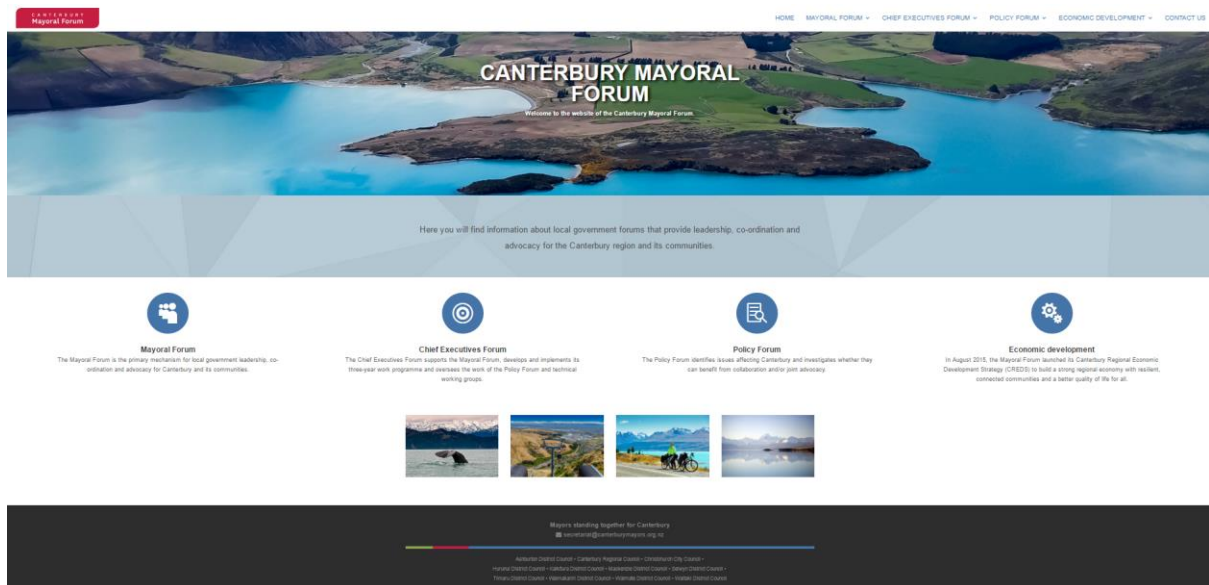
92. This analysis has recently been updated by Environment Canterbury and published on the new regional council website ([www.ecan.govt.nz/population](http://www.ecan.govt.nz/population)). This provides summary analysis and spreadsheets with data and charts for the Canterbury region and its 10 territorial authority areas on Census counts, population estimates and projections, household and family projections, and culture and identity. Please direct inquiries about this information to Dr David Bromell (Secretariat).

## Secretariat arrangements

93. Paragraph 9 of the Mayoral Forum [Charter of Purpose](#) provides that: *The Canterbury Mayoral Forum will appoint Environment Canterbury to carry out the secretariat function on such terms and conditions as it shall decide for the discharge of duties, including the taking of minutes and the keeping of any books and accounts and attending to any other business of the forum.*
94. The need for secretariat and executive support to regional forums grew with the development and implementation of the CREDS, and increasing liaison with officials in central government. In December 2015, the Mayoral Forum asked Environment Canterbury to host a permanent secretariat, and to fund this by an increase in the regional general rate.
95. The secretariat is:
- Dr David Bromell, Principal Advisor
  - Anna Puentener, Senior Advisor.
96. David and Anna report to the respective chairs of the Mayoral Forum, Chief Executives Forum and Policy Forum. They report to David Perenara-O’Connell, Programme Manager Regional Leadership, Environment Canterbury, for ‘pay and rations’.
97. In addition, Environment Canterbury provides:
- minute-takers for meetings of the Mayoral Forum, Chief Executives Forum and Policy Forum
  - communications, media and legal advice as required
  - document management, and technical advice on responding to requests for information under the Local Government Official Information and Meetings Act
  - other administration support as required; e.g. meeting room bookings, catering, arranging teleconference calls, etc.

## Regional forums website and email address

98. A new website for regional forums has been created at [www.canterburymayors.org.nz](http://www.canterburymayors.org.nz). Once approved for publication by the chair of the respective forum, the secretariat will proactively release minutes and papers via this website, in order to:
- promote the CREDS
  - provide a single document repository
  - enable transparency and assist in the management of requests for information under the Local Government Official Information and Meetings Act 1987.
99. The secretariat is now using the email address: [secretariat@canterburymayors.org.nz](mailto:secretariat@canterburymayors.org.nz) (further contact details are on p 36).



Home page of the regional forums website: [www.canterburymayors.org.nz](http://www.canterburymayors.org.nz)

## Resourcing

100. The Mayoral Forum and Chief Executives Forum do not levy members and do not have dedicated budgets. Member councils meet their own costs for meeting attendance (travel and accommodation).
101. The Policy Forum does levy member councils to an agreed formula for a fair allocation of costs across councils. There is a budget of \$9,000 for 2016/17 – to investigate opportunities for further collaboration, underwrite training events, part-fund development and hosting of the regional forums website, and fund or part-fund other projects agreed by the Policy Forum.
102. Environment Canterbury covers secretariat salaries/overheads, Mayoral Forum meeting costs and a contract with CDC to prepare six-monthly regional economic indicators, to a budget of \$355,440 for 2016/17.
103. The Mayoral Forum has access to some central government funding for CREDS initiatives through the Senior Regional Official.

## Part 5: Appendices

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### Appendix 1: Draft Triennial Agreement 2017–19

*Proposed changes from the 2013–16 Triennial Agreement are highlighted.*

#### Canterbury Local Authorities Triennial Agreement 2017–19

##### 1. PURPOSE

Not later than 1 March following triennial local government elections, local authorities within a regional council area are required to enter into a Triennial Agreement (S.15 of the Local Government Act 2002). The purpose of the Triennial Agreement is to ensure appropriate levels of communication, co-ordination and collaboration between local authorities within the region.

The Triennial Agreement is ratified by all member councils.

##### 2. AGREEMENT

The parties:

Ashburton District Council  
Canterbury Regional Council (Environment Canterbury)  
Christchurch City Council  
Hurunui District Council  
Kaikōura District Council  
Mackenzie District Council  
Selwyn District Council  
Timaru District Council  
Waimakariri District Council  
Waimate District Council  
Waitaki District Council

agree to work collaboratively and in good faith for the good governance and success of their districts, cities and the region.

As signatories to this Agreement, each local authority will ensure that pursuant to Section 15, Local Government Act, 2002:

- early notification to affected local authorities party to this Agreement through the distribution of draft documentation of major policy initiatives or proposals that may have implications beyond the current geographic boundaries (or for constituent authorities) of the decision-making authority. This includes the requirement of Section 15 (2) of the Local Government Act for consultation on proposals for new regional council activities where the following process will be followed.
- any new significant activity, as defined in Section 16 (1) of the Act, proposed by the Canterbury Regional Council, will be advised to the appropriate meeting of the Canterbury Mayoral Forum, in addition to any Section 16 (1) requirement

- any new activity proposed by the Canterbury Regional Council not considered significant will be advised to the appropriate territorial authorities in the Canterbury Region
- the application of a “no surprises” policy where early notice will be given of potential disagreements between, or actions likely to have significant impact on, other local authorities.

### 3. COLLABORATION

The local authorities in Canterbury, as signatories to this Agreement, commit to working collaboratively to drive efficiencies and better provide for the needs of their communities through the provision of good quality local infrastructure, local public services and performance of regulatory functions. This collaboration may either be Canterbury wide or on a sub-regional basis.

Collaborative commitment for the 2016-2019 term will include but is not restricted to:

- an effective Canterbury Mayoral Forum (Charter of Purpose attached)
- developing and voicing a shared vision for Canterbury
- continuing to develop and implement the *Canterbury Regional Economic Development Strategy*, and advocating on economic and social development opportunities for Canterbury
- continuing to implement the Canterbury Water Management Strategy (CWMS)
- integrated transport planning for the region
- investigating options for the delivery of integrated transport and 3 Water services in Canterbury
- supporting regional and sub-regional collaborative opportunities, such as refreshing and implementing the Urban Development Strategy (UDS) for greater Christchurch
- developing a three-year work programme for the Canterbury Chief Executives Forum, including a framework for collaboration in the governance and management of effective and efficient delivery of services, infrastructure and regulatory functions across the region
- working through the Canterbury Policy Forum to address common strategic policy issues, generating where possible common positions and submissions, and facilitating the co-ordinated sharing and reporting of information
- implementing a collaborative planning and decision making process including integrated RMA planning
- ensuring effective resilience and response to civil defence and emergency management, and natural hazard risk management.

### 4. CANTERBURY MAYORAL FORUM

Co-ordination, communication and collaboration in relation to this Agreement will be primarily through, but not limited to, the Canterbury Mayoral Forum (the Forum). The Forum will meet at least three-monthly and operate in accordance with its agreed Charter of Purpose (attached).

The Forum will be supported by:

- the Chief Executives Forum
- the Canterbury Policy Forum
- other regional and sub-regional forums and working groups as required.

## **5. CHIEF EXECUTIVES FORUM**

There will be a Chief Executives Forum reporting to the Canterbury Mayoral Forum, which will develop a **three-year** work programme that:

- implements and manages collaborative projects and agreed actions of the Canterbury Mayoral Forum
- identifies and escalates strategic issues and opportunities for collaboration on strategy, policy and planning from the Canterbury Policy Forum to the Canterbury Mayoral Forum
- **includes a framework for collaboration in the governance and management of effective and efficient delivery of services, infrastructure and regulatory functions across the region.**

## **6. REVIEW AND AGREEMENT TO REVIEW**

The parties to the Triennial Agreement will meet to consider and agree on progress on and to amendments, if any, to the agreement annually before the end of each calendar year. In addition, following a request for amendment from any one or more authorities party to this agreement in writing to the **Chair** of the Forum, received at least two weeks prior to the meeting date, the Forum will meet to consider the amendment at the next available Forum meeting.

This Agreement will be placed on the Forum agenda at the final Forum prior to a triennial election to review, with the purpose of recommending changes (if any) to the incoming councils.

## **7. LOCAL GOVERNMENT STRUCTURE**

Notwithstanding the spirit of co-operation and collaboration embodied within this Agreement, the local authorities, individually or collectively, reserve the right to promote, consult, and/or research change to the structure of local government within the Region.

This right is consistent with the intent of effective and efficient governance sought in the Local Government Act 2002, having particular relevance to the ideals of community interest and community representation.

Local authorities will participate in the review of the regional council's representation arrangements, as required under statute, and the Mayoral Forum will also participate in the review providing the Forum's views.

## **8. OTHER AGREEMENTS**

This Agreement does not prevent local authorities entering into other agreements among themselves or outside the region to facilitate their responsibilities. Any other such agreement should not be contrary to the purpose and spirit of this Agreement.

## 9. REGIONAL POLICY STATEMENT REVIEW

This Triennial Agreement will apply to any change, variation or review of the Canterbury Regional Policy Statement.

### AUTHORITY

This agreement is signed on this \_\_\_\_\_ day of \_\_\_\_\_ 201\_ by the following on behalf of their respective authorities:

<b>COUNCIL</b>	<b>SIGNATURE</b>
Ashburton District Council	_____
Canterbury Regional Council	_____
Christchurch City Council	_____
Hurunui District Council	_____
Kaikōura District Council	_____
Mackenzie District Council	_____
Selwyn District Council	_____
Timaru District Council	_____
Waimakariri District Council	_____
Waimate District Council	_____
Waitaki District Council	_____

## Appendix 2: Draft Mayoral Forum Charter of Purpose 2017–19

### 1. NAME

The name of the group shall be **the** Canterbury Mayoral Forum.

### 2. OBJECTIVES

- (a) To provide a forum to enable **Canterbury councils** to work more collaboratively with each other **and with central government and other key sector leaders in Canterbury** to identify opportunities and solve problems together.
- (b) To identify and prioritise issues of mutual concern and foster co-operation, **co-ordination and collaboration** to address these issues (including where appropriate joint work plans).
- (c) To formulate policies and strategies on matters where all member councils may act collaboratively in determining plans for the co-ordination of regional growth.
- (d) To ensure increased effectiveness of local government in meeting the needs of Canterbury communities.
- (e) To act as an advocate to central government or their agencies or other bodies on issues of concern to members.
- (f) To develop and implement programmes, which are responsive to the needs and expectations of the community.

### 3. PRINCIPLES

In pursuit of these objectives the Canterbury Mayoral Forum will observe the following principles:

- (a) Establish and maintain close liaison with other local government networks to ensure as far as possible the pursuit of common objectives and the minimisation of duplication.
- (b) Establish and maintain close liaison with Ministers of the Crown and local Members of Parliament.
- (c) Establish and maintain close liaison with a wide number of diverse stakeholders and key sector organisations within the region.
- (d) Exercise its functions with due regard to the tangata whenua and cultural diversity of the Canterbury community.
- (e) Keep the local community informed about its activities **by proactively releasing information about key projects in a timely manner, as agreed by the member councils.**



- (f) Encourage member councils to promote and apply cross-boundary structures and systems.
- (g) Establish a provision for reporting back to its respective Councils.

#### 4. POWERS

- (a) The Canterbury Mayoral Forum shall have the power to:
  - (i) Levy for any or all of its objects in such amount or amounts as may be mutually determined and acceptable to individual local authorities.
  - (ii) determine and make payments from its funds for any or all of the purposes of its objects.
  - (ii) Receive any grant or subsidy and apply monies for the purposes of such grant or subsidy.
  - (iv) Fund appropriate aspects of the Forum's activities regionally.
- (b) The Canterbury Mayoral Forum does not have the power to legally bind any council to any act or decision unless that act or decision has been agreed to by decision of that council.

#### 5. MEMBERSHIP

- (a) Membership of the Canterbury Mayoral Forum shall be open to the following councils.
  - Ashburton District Council
  - Canterbury Regional Council (Environment Canterbury)
  - Christchurch City Council
  - Hurunui District Council
  - Kaikōura District Council
  - Mackenzie District Council
  - Selwyn District Council
  - Timaru District Council
  - Waimakariri District Council
  - Waimate District Council
  - Waitaki District Council
- (b) Each member council shall be represented by its Mayor (or Chairperson in the case of Environment Canterbury) and supported by its Chief Executive. On occasions where the Mayor or Chair cannot attend, a council may be represented by its Deputy Mayor or Chair.
- (c) The Canterbury Mayoral Forum will have the power to co-opt other members on a permanent and/or issues basis.

## 6. CHAIRPERSON

- (a) The Canterbury Mayoral Forum shall ~~select~~appoint a Chairperson at the first meeting immediately following the Triennial Elections. This appointment may be reviewed after a period of 18 months.
- (b) The Chairperson selected will preside at all meetings of the Canterbury Mayoral Forum.
- (c) The Canterbury Mayoral Forum shall select a Deputy Chairperson at the first meeting immediately following the Triennial Elections.
- (d) The Canterbury Mayoral Forum may appoint spokespersons from its membership for issues being considered, in which case each member council agrees to refer all requests for information and documents to the duly appointed spokespersons.

## 7. MEETINGS

- (a) Meetings will be held as required with an annual schedule, covering a calendar year, to be determined by the members. It is anticipated that meetings would be held three-monthly at venues to be determined.
- (b) Special meetings may be called at the request of four Mayors/Chairpersons.
- (c) A working group of Chief Executives will facilitate preparation of material for consideration by the Canterbury Mayoral Forum.
- (d) Agendas for meetings will be issued and minutes will be taken and circulated.
- (e) A summary of each meeting will be drafted, agreed by the Chair, and circulated by the secretariat to the Mayors / Chair with the intention that the Mayor / Chair will distribute within each Council as a high level record of the meeting.
- (f) Approved minutes and approved final reports and papers will be made available via a Mayoral Forum website as agreed by the Canterbury Mayoral Forum.

## 8. DECISION MAKING

- (a) The practice of the Forum will be to determine issues before it by consensus.
- (b) If the consensus is to determine issues by voting, the determination shall be determined by a majority of votes of the authorities represented at the meeting through the Mayor (or Chair) or their nominated representative.

## **9. SECRETARIAT**

The Canterbury Mayoral Forum will appoint Environment Canterbury to carry out the secretariat function on such terms and conditions as it shall decide for the discharge of duties, including the taking of minutes and the keeping of any books and accounts and attending to any other business of the forum.

## Appendix 3: 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	CPF	Canterbury Policy Forum	MBIE	Ministry of Business, Innovation & Employment	TDC	Timaru District Council
CEF	Chief Executives Forum	CREDS	Canterbury Regional Economic Development Strategy	NES	National Environmental Standard		
CEMG	Canterbury Engineering Managers Group	ECan	Environment Canterbury	NPS	National Policy Statement		
CMF	Canterbury Mayoral Forum	LGNZ	Local Government New Zealand	SOLGM	Society of Local Government Managers		

WHAT	WHEN	TASK	SPONSOR	LEAD	STATUS / NEXT STEPS
<b>Major Initiatives (to be agreed by Mayoral Forum 2016–19)</b>					
1. Review and refresh action plans for each work programme in the CREDS	31 Mar 2017	<ul style="list-style-type: none"> <li>includes re-visiting action plans for 2016</li> </ul>	CMF	Lead Mayors	<ul style="list-style-type: none"> <li>CMF to decide lead Mayors 25 Nov 2016</li> <li>workshop with CREDS reference group is planned for 23 Feb 2017</li> </ul>
2. Continue implementation of CREDS	Ongoing	<ul style="list-style-type: none"> <li>implement action plans and report to CMF quarterly and to CREDS reference group six monthly</li> </ul>	CMF	Lead Mayors	<ul style="list-style-type: none"> <li>ongoing</li> </ul>
3. Continue to monitor implementation of the CWMS	Ongoing	<ul style="list-style-type: none"> <li>CWMS reports quarterly to CMF</li> </ul>	CMF	ECan	<ul style="list-style-type: none"> <li>CWMS will report to CMF 25 Nov 2016, focusing on zone committees and regional committee representation post-local body elections</li> </ul>
4. Collaboration working group		<ul style="list-style-type: none"> <li>identify a project sponsor and project team, and commission this work</li> <li>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</li> <li>clarify the process for deciding what to make joint submissions on</li> <li>review the 3-year work programme and scope likely costs and potential sources of funding and report back to CEF by March 2017</li> <li>develop a formula for a fair apportionment of costs across councils for consideration by the CEF</li> </ul>	CEF	Bill Bayfield	<ul style="list-style-type: none"> <li>working group identified Sep 2016</li> <li>draft report presented to CEF 31 Oct 2016 – referred to CPF meeting 2 Dec 2016 for discussion and feedback to CEF meeting on 30 Jan 2017</li> </ul>
5. Strategic assessment of the case for change in delivery of 3 Waters	May 2017	<ul style="list-style-type: none"> <li>regional assessment of the case for change for 3 Waters using Investment Logic Mapping workshops facilitated by the CCC team by Dec 2016</li> <li>final strategic assessment to go to CEMG for endorsement March 2017</li> <li>final report to CEF April 2017</li> <li>if a regional case for change is identified and agreed, develop business model options (with funding) to deliver desired results</li> <li>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</li> </ul>	CEF / Hamish Dobbie	CCC	<ul style="list-style-type: none"> <li>Council representatives appointed (July 2016)</li> <li>endorsement from CEMG 11 Oct 2016</li> <li>reported to CEF 31 Oct 2016</li> </ul>
<b>Minor to mid-sized initiatives</b>					
6. Stormwater management planning and consenting	Ongoing	<ul style="list-style-type: none"> <li>CEF established a regional stormwater forum in 2014 to improve environmental and community outcomes from urban stormwater network discharges</li> <li>three working groups: (1) regulation and process (and implementation of the Canterbury Land and Water Regional Plan); (2) technical design and best practice; (3) public education and behaviour change.</li> </ul>	CEF	Regional Stormwater Forum	<ul style="list-style-type: none"> <li>reported to CEF 31 Oct 2016</li> </ul>
7. Canterbury drinking water	Feb 2017	<ul style="list-style-type: none"> <li>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</li> </ul>	CEF	Bill Bayfield	<ul style="list-style-type: none"> <li>interim report to CEF 31 Oct 2016</li> <li>will report to CEF 30 Jan 2017</li> <li>CEF will report to CMF 24 Feb 2017</li> </ul>
8. Valuation and rating services	Mar 2017	<ul style="list-style-type: none"> <li>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</li> </ul>	CEF	David Ward / Bede Carran	<ul style="list-style-type: none"> <li>initial investigation (Ernst &amp; Young) reported to CEF 29 August 2016 and funding approved for stage 2</li> <li>reported to CEF 31 Oct 2016 – on track</li> </ul>

WHAT	WHEN	TASK	SPONSOR	LEAD	STATUS / NEXT STEPS
9. Long-Term Plan working group	Jun 2018	<ul style="list-style-type: none"> <li>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</li> </ul>	CPF	David Ward	<ul style="list-style-type: none"> <li>working group to meet 22 Nov 2016 and report progress to CPF 2 Dec 2016</li> </ul>
10. Health and safety collaboration	Feb 2017	<ul style="list-style-type: none"> <li>re-constitute the 'virtual team' as a regional working group reporting to CEF</li> <li>the existing team to prepare terms of reference for consideration by CEF</li> </ul>	CEF	David Ward	<ul style="list-style-type: none"> <li>interim report to CEF 31 Oct 2016</li> <li>on track for report to CEF 30 Jan 2017</li> </ul>
11. Natural hazard risk management	Ongoing	<ul style="list-style-type: none"> <li>monitor natural hazards management reform (including climate change impacts, mitigation and adaptation) and possible emergence of an NPS in 2018</li> <li>prioritise tasks and project leads by Dec 2016 and report progress by May 2017</li> <li>report annually to CEF</li> </ul>	CEF	Bill Bayfield	<ul style="list-style-type: none"> <li>regional approach to risk signed off by all councils in May 2016</li> </ul>
12. Contaminated land shared services	Ongoing	<ul style="list-style-type: none"> <li>deliver contaminated land technical support shared services to all councils</li> <li>monitor development of NES</li> <li>report progress by May 2017</li> </ul>	CPF	Bill Bayfield	<ul style="list-style-type: none"> <li>funding model likely to be reviewed as a result of report to CEAG Oct 2016</li> <li>ECan submitted on the draft NES 14 Oct 2016</li> </ul>
13. Canterbury Economic Development Co. Ltd	Feb 2017	<ul style="list-style-type: none"> <li>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</li> </ul>	CEF	Bede Carran	<ul style="list-style-type: none"> <li>CEF discussed 29 August 2016</li> <li>discussed with Directors Oct 2016</li> <li>reported to CEF 31 Oct 2016</li> <li>will report to CMF 24 Feb 2017</li> </ul>
14. Procurement of business inputs, e.g. insurance, digital transformation and 'infrastructure as a service'	August 2016	<ul style="list-style-type: none"> <li>identify shared insurance/brokerage options</li> <li>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')</li> </ul>	CEF CEF	Jim Palmer Hamish Dobbie	<ul style="list-style-type: none"> <li>awaiting outcome of LGNZ review of risk management and insurance arrangements</li> <li>technology working group met to agree terms of reference 7 Oct 2016</li> <li>reported to CEF 31 Oct 2016</li> </ul>
15. Build on Canterbury Maps shared service	Ongoing	<ul style="list-style-type: none"> <li>continue bi-annual survey to inform future development and improvements from users</li> <li>improve data sharing and update methods for TAs and other partners contributing data to combined datasets</li> <li>website refresh with 3D display and analysis to enhance user experience – with a mobile app</li> <li>build an all-of-Canterbury e-Plan application to include all regional and district plans</li> <li>identify and develop TA-specific applications</li> </ul>	CEF	Bill Bayfield	<ul style="list-style-type: none"> <li>3-year work programme approved by regional CIOs (reviewed annually) and budget approved by regional CFOs</li> <li>2 FTEs hired, training and support for councils planned</li> <li>new website work programme on track (contains district council functionality) for launch by Dec 2016</li> </ul>
16. Engineering services and common standards	Ongoing	<ul style="list-style-type: none"> <li>investigate opportunities to increase consistency of engineering standards across the region (Engineering Codes of Practice), in order to: <ul style="list-style-type: none"> <li>improve consistency across the region, particularly in relation to subdivisions</li> <li>help contain contract prices (more consistent specifications aid designers and contractors)</li> <li>reduce administrative effort/cost of maintaining the standards</li> <li>share knowledge, systems and resources between councils.</li> </ul> </li> </ul>	CEF	Wayne Barnett / CEMG	<ul style="list-style-type: none"> <li>CEMG discussed 11 Oct 2016</li> </ul>
17. Building control and regulatory co-ordination	Ongoing	<ul style="list-style-type: none"> <li>investigate and progress joint processing and shared resourcing standards, and shared regulatory provision (including food and alcohol licensing)</li> </ul>	CEF	Hamish Dobbie / Andrew Dalziel	<ul style="list-style-type: none"> <li>this is being progressed in the north and south of the region, with MBIE</li> </ul>
18. Benchmarking and performance improvement	Ongoing	<ul style="list-style-type: none"> <li>links to SOLGM (PWC) work, the LGNZ Excellence Programme pilot, and proposals in the Local Government Act 2002 Amendment Bill (No. 2)</li> <li>monitor and identify opportunities to benchmark and measure council performance in a cost-effective way that demonstrates public value</li> </ul>	CEF	Diane Brandish (CCC) / Jim Palmer	<ul style="list-style-type: none"> <li>watching brief for CEF</li> </ul>

## Appendix 4: Summary of Mayoral Forum achievements 2013–16

### ACHIEVEMENT THROUGH COLLABORATION 2013–16

#### *Mayors standing together for Canterbury*

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#### **Canterbury Regional Economic Development Strategy**

The Canterbury Mayoral Forum launched the Canterbury Regional Economic Development Strategy (CREDS) in August 2015 – an action plan of seven interdependent work programmes, each with a lead Mayor. This year, companion strategies/action plans have been prepared for two of the work programmes – the Canterbury Digital Strategy 2016 and the Canterbury Visitor Strategy 2016.

#### ***Digital connectivity***

- partnership with Spark NZ – Spark announced December 2015 that it would bring forward its investment of \$14 million in a 4G wireless broadband upgrade and roll this out across the entire region by December 2016. Spark previously planned to deliver the upgrade over two-to-three years.
- the investment of \$14 million is additional to Spark’s investment of \$158 million in purchasing blocks of the 700 MHz spectrum
- by December 2016, 4G mobile broadband will be available in 96% of the places Canterbury people live and work
- Connected Canterbury (a digital leadership forum) agreed to align with the Mayoral Forum’s initiative and support this as a working group chaired by Mayor Damon Odey
- Canterbury Digital Strategy published February 2016
- discussions July-August 2016 with Crown Fibre Holdings Ltd and Canterbury lines companies about joining up planning and activities to create a fully connected Canterbury, to improve backhaul, ‘network networks’ and ensure resilient infrastructure
- the Mayoral Forum provided a submission to the Commerce Select Committee on the Telecommunications (Property Access and Other Matters) Amendment Bill, in support of Northpower’s submission to further amend the Electricity Act 1992 to permit use of electricity easements for installation of fibre optic telecommunications infrastructure.

#### ***Regional transport planning***

- the Mayoral Forum instigated a review of the Regional Land Transport Plan to promote a multi-modal transport approach to transport planning that goes beyond roads – a comprehensive plan was adopted in May 2016 and sets out issues and challenges to be addressed in the Canterbury region
- the Mayoral Forum engaged with transport organisations (New Zealand Transport Agency, KiwiRail, Lyttelton Port, PrimePort Timaru, Christchurch Airport, Timaru Airport, Road Transport Association, SB Global Logistics, Coda Group) to look at

how we can improve the evidence base for transport planning and investment, and work commissioned to identify gaps and opportunities and a way forward

- Mayors encouraged a more collaborative approach to transport issues across the South Island. In response, a South Island Regional Transport Committee Chairs Group has been established, focused on advocacy on the Government Policy Statement on Transport 2018 and working together to improve freight and visitor transport. Environment Canterbury is providing secretariat support in the first year.

### ***Freshwater management, irrigation and value-added production***

- the Canterbury Water Management Strategy (CWMS) was an initiative of the Mayoral Forum – work programmes and initiatives proceed via the 10 zone committees and the regional committee and report quarterly to the Mayoral Forum
- CWMS work includes establishing environmental limits, identifying cost-effective storm water systems and ensuring consistent storm water management planning
- having listened to concerns of industry leaders in value-added production, the Mayoral Forum advocated for changes to how central government supports complex regional irrigation schemes – to prevent ‘under-build’ (that will merely meet current shareholders’ irrigation needs), and ensure that schemes are built to a scale that enables long-term, sustainable water management and environmental restoration
- from 1 July 2016, responsibility for grant funding has shifted from the Ministry for Primary Industries to Crown Irrigation Investments Ltd, so there is end-to-end funding and support from a single entity to get irrigation schemes built as quickly and efficiently as possible.

### ***Education and training for a skilled workforce***

- a steering group of tertiary education institutions has worked to recover and increase the number of domestic and international students in Canterbury. International student enrolments in Canterbury increased by 13% to 10,547 enrolments in 2015 – an increase equal to the increase across the country as a whole (Canterbury has 8.4% of enrolments nationally).
- the steering group is developing an ‘educational blueprint’ and exploring options to develop new and modified courses in agricultural engineering and water management, to support precision agriculture and value-added production.

### ***Newcomer and migrant settlement***

- councils share information and resources they provide to newcomers.
- Mayors have engaged with central government on how best to support migrant workers, particularly those in rural Canterbury, retain skills in the region as the earthquake rebuild levels off, and provide a pathway to residence for long-term, temporary migrants currently residing in the South Island
- a group of Mayors has met with the Ambassador to The Philippines to discuss issues for migrant dairy workers, particularly in relation to primary healthcare and education

- CREDS partner the Canterbury Employers' Chamber of Commerce initiated the 'Start with a Smile' campaign focused on workplaces. Ashburton District Council has picked this programme up, will run it locally in September, and co-ordinate it with other districts in the region.

### ***Visitor Strategy***

- it became a matter of urgency to keep abreast of rapid growth in visitor numbers during 2015–16
- the Mayoral Forum has worked with tourism organisations and the Consul-General of the People's Republic of China to share information and ideas and encourage councils and local businesses to 'get ready for China' and capitalise on direct flights (from December 2015) between Guangzhou and Christchurch on China Southern Airlines
- a Canterbury Visitor Strategy was published in April 2016
- in order to develop a consistent region-wide approach to freedom camping and identify common issues, the Forum established a working group and has developed an action plan
- councils have investigated potential hotel development sites to attract capital investment and support growth in tourism in Canterbury and are maintaining links to MBIE's 'Project Palace'
- a new agri-tourism venture (a 'paddock to plate' farm tour of the historic Longbeach Estate) has been established in mid-Canterbury as an action of the Canterbury Visitor Strategy 2016.

## **Other regional and sub-regional collaborations 2013–2016**

### **Regional collaborations**

#### ***Co-ordinated submissions***

Wherever possible, Canterbury councils work together to develop joint submissions and speak with 'one strong Canterbury voice' on issues affecting Canterbury. Submissions have been made on:

- 2014 Local Government Amendment Act 2002 Amendment Bill
- Heritage New Zealand Pouhere Taonga draft statutory policies
- proposed changes to the NPS on Freshwater Management
- Resource Legislation Amendment Bill
- NPS on Urban Development
- 2016 Local Government Act 2002 Amendment Bill (No 2)
- Telecommunications (Property Access and Other Matters) Amendment Bill
- Fire and Emergency New Zealand Bill
- regulations to support the Fire and Emergency New Zealand Bill.

Councils are also working jointly on Next Steps for Freshwater, the National Environmental Standards for Plantation Forestry, National Environmental Standards for Contaminants in Soil and Air Quality, and the National Policy Statement for Aquaculture.



### ***Collaboration with Heritage New Zealand***

The region collaborated with a view to promoting the Heritage New Zealand Pouhere Taonga Act and the availability of advice. It made a joint submission to the Heritage New Zealand Pouhere Taonga on its draft statutory policies, and organised a symposium with Heritage New Zealand in October 2015.

### ***Population project***

A region-wide demographic analysis was completed, in association with Statistics NZ, and a web presence created, on population and migration dynamics and used to inform infrastructure strategies and Long-Term Plans (LTPs).

### ***Regional economic indicators***

Agreement was reached to create a set of regional economic indicators, with the support of the Canterbury Development Corporation, to help monitor the extent to which the Mayoral Forum's objectives in the CREDS are being achieved over time.

### ***Significance and Engagement Policies***

All participating councils agreed in April 2014 on the value of a common approach to Significance and Engagement Policies. The draft policies were created following a number of workshops that saw the Office of the Auditor-General attend and provide advice following the 2014 Local Government Act amendments.

### ***Infrastructure / asset management***

A sub-group to develop consistency around asset management, infrastructure strategies and 2015–2025 LTPs was established in 2014. There is strong support for consistent systems among the region's councils and potential for a centralised database and opportunities to share information and knowledge.

### ***Review of public transport in greater Christchurch***

The Mayoral Forum initiated a review of public transport governance – the outcome was establishment of a Joint Committee for Greater Christchurch.

### ***Rating and valuation services review***

Ernst & Young (EY) was engaged by Canterbury councils to evaluate opportunities to work together on rating and valuation processes. A project working party has been formed to work with EY through a three-phase project process.

### ***Strategic assessment of the case for change: 3 Waters and Transport***

The Forum has initiated investigation of opportunities for shared services in the management of 3 waters (drinking water, waste water, storm water) and transport, using the Treasury's Better Business Case framework.

### ***Storm water management***

In April 2014, a mandate was agreed to organise storm water management region-wide and to oversee technical working groups. Work continues towards achieving region-wide consistency on storm water management, planning and consenting.

### ***Joint waste initiatives and shared landfill***

The region collaborates through the Canterbury Waste Joint Committee, set up to identify and promote solid and hazardous waste minimisation. Recent projects funded by the committee include the 'Love Food Hate Waste' campaign and rural waste minimisation. The Kate Valley Landfill in Hurunui is a joint venture by a number of Canterbury councils and Canterbury Waste Services. The landfill is built to international best practice standards and will provide landfilling space for years to come.

### ***Managing natural hazard risk***

The partners agreed to develop a regional approach to managing natural hazard risk in Canterbury, working with the TLA planners and Emergency Management Officers Forum. The final report was presented in May 2016 and also looked at the monitoring of natural hazards and management reform (including climate change impacts, mitigation and adaptation) and possible emergence of a National Policy Statement.

### ***Contaminated land technical support***

From January 2015–January 2016, a trial was held on contaminated land technical support to councils, to ensure information is consistent across the region. This has been extended for a further year.

### ***Civil Defence and 'lifelines'***

A regional emergency fuel supply plan has been developed. Work has begun alongside the University of Canterbury to enhance connectivity of lifeline utility organisations to improve critical infrastructure resilience. Work has also commenced on an initiative to provide a pool of trained Emergency Management Officers to provide additional support for any district Emergency Operations Centre facing a crisis event. Emergency management training along with exercises to enhance and refine skills has been undertaken. Regional priorities for commissioning natural hazard research projects have been agreed.

## **Sub-regional collaboration**

Sub-regional initiatives in the 2013–16 triennium have included:

- Greater Christchurch Urban Development Strategy
- Memoranda of Understanding on roading collaboration in north and south Canterbury
- shared IT infrastructure support for Kaikōura and Mackenzie
- shared code of engineering practice
- collaboration on contaminated land in greater Christchurch
- a 'virtual health and safety team' (Waimakariri and Selwyn District Councils and Environment Canterbury) was established in 2015, and expanded in 2016 to include the Hurunui and Kaikōura councils.

## Appendix 5: Directories

[To contact the Mayoral Forum or Chief Executives Forum, please use the secretariat contact details provided below.]

Mayor / Chair	Council	Chief Executive
Donna Favel	Ashburton District	Andrew Dalziel
Lianne Dalziel	Christchurch City	Dr Karleen Edwards
David Bedford	Environment Canterbury	Bill Bayfield
Winton Dalley	Hurunui District	Hamish Dobbie
Winston Gray	Kaikōura District	Angela Oosthuizen
Graham Smith	Mackenzie District	Wayne Barnett
Sam Broughton	Selwyn District	David Ward
Damon Odey	Timaru District	Bede Carran
David Ayers	Waimakariri District	Jim Palmer
Craig Rowley	Waimate District	Stuart Duncan (from 7 February 2017)
Gary Kircher	Waitaki District	Michael Ross

### Secretariat

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