

# Agenda

## Chief Executives Forum

**Date:** Monday 30 October 2017

**Time:** 9:00am–12:00pm

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

**Attendees:** Jim Palmer (Chair, Waimakariri), Andrew Dalziel (Ashburton), David Ward (Selwyn), Angela Oosthuizen (Kaikōura), Bill Bayfield (Environment Canterbury), Hamish Dobbie (Hurunui), Dr Karleen Edwards (Christchurch), Stuart Duncan (Waimate), Bede Carran (Timaru), Fergus Power (Waitaki), Suzette van Aswegen (incoming CE, Mackenzie)

**In attendance:** Amanda Moran, Acting Deputy Secretary, Resource Management System, MfE, item 19 Secretariat: David Bromell, Louise McDonald (Minutes)  
David Perenara-O'Connell, Caroline Hart (Environment Canterbury)

**Apologies:** Wayne Barnett (Mackenzie)

<b>Time</b>	<b>Item</b>	<b>Paper</b>	<b>Person</b>
9:00	1. Welcome, attendance and apologies		Chair
	2. Confirmation of Agenda	✓	Chair
	3. Minutes from the previous meeting		Chair
	a. Confirmation of meeting Minutes, 31 July 2017	✓	
	b. Action points	✓	
<b>FOR DISCUSSION/DECISION</b>			
9:10	4. Implications of the new Government for Canterbury		Chair
9:25	5. Canterbury Regional Economic Development Strategy	✓	David Bromell
9:35	6. Three-year work programme	✓	Chair
9:40	7. Policy, Corporate and Operations Forums	✓	Bill Bayfield, David Ward, Bede Carran
9:45	8. Rating and Valuation Services project		David Ward
9:50	9. LTPs 2018–28		
	a. LTP working group report		David Ward
	b. community outcomes / indicators	✓	Bill Bayfield
10:20	10. National water initiatives		Bill Bayfield
10:30	<b>Morning tea</b>		
10:45	11. Three waters regional strategic assessment		Hamish Dobbie
10:55	12. Proposed Canterbury Multi-Use Arena		Chair
11:05	13. Election of Chair, 2018		
<b>VERBAL UPDATES / TAKEN AS READ</b>			
11:10	14. Technology Working Group		Hamish Dobbie
11:15	15. Regional meetings schedule 2018	✓	David Bromell
11:20	16. Draft agenda for Mayoral Forum meeting, 1 Dec 2017	✓	David Bromell
	17. Any items of general business		Chair
11:30	18. Discussion of environmental / resource management / development issues facing TAs in Canterbury		Amanda Moran
12:00	Close		
	<i>Next meeting: 12 February 2018 (tbc)</i>		

# Chief Executives Forum (Minutes confirmed 30/10/17)

Date: 31 July 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), Angela Oosthuizen (Kaikōura), Tim Harris (for David Ward, Selwyn), Neil Jorgansen (Acting, Waitaki)

In attendance: Caroline Hart (Environment Canterbury – item 6)

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

Apologies: David Ward (Selwyn). Angela Oosthuizen (Kaikōura) and Bede Carran (Timaru) – for lateness

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The meeting commenced at 9.00 a.m.

## 1. **Welcome, attendance and apologies**

Jim Palmer welcomed attendees to the Forum. Apologies were noted.

## 2. **Confirmation of agenda**

The following items were requested for discussion under general business:

- Governance announcement – 3 Waters
- LGNZ Excellence Programme.

### **Attendance**

Bede Carran (Timaru District Council Chief Executive) joined the meeting at 9.07am.

## 3. **Minutes from the previous meeting**

### **a. Confirmation of meeting Minutes**

#### **Correction:**

Page 3, item 16 ‘Building Control’, second paragraph, first sentence, include the word “investigating” so that the sentence now reads: *“Michael Ross explained that Waitaki is investigating using the Wellington initiative GoGet ...”*

**The Minutes from the meeting held 8 May 2017 were accepted as a true and accurate record, with the foregoing correction.**

*David Ward / Bill Bayfield*  
*Carried*

## **b. Action points**

The following action points were noted.

### **3 waters**

Meeting with Engineering Managers is being organised. This project will be useful as the DIA three waters review is undertaken.

### **North Canterbury earthquake recovery review**

Bill Bayfield advised that consultant Kestral will start the review in the next two weeks. The review was initiated by the CDEM Joint Committee. Another review will consider how the civil defence response function will be delivered.

### **Technology Working Group**

Hamish Dobbie advised that the technology working group will be meeting this week.

## **4. CREDS implementation**

Jim Palmer introduced the report that informed members about progress to develop and implement the CREDS work programme for 2017-19. He acknowledged David Bromell's continued work and advised that the Ministry of Business, Innovation and Employment (MBIE) had signalled that all eight projects were supported and approved in principle, and each project required a business case to be completed before the funding agreement can proceed. The secretariat will work with MBIE to confirm an effective process to submit the business cases.

David Bromell addressed the meeting and requested in principle support for a project to have a science and innovation presence at the next Canterbury A&P show. He advised there was opportunity to source \$10k budget for this initiative that would form part of the 'Value-added production' work programme. The science and innovation presence would include stalls from businesses such as Agritech and Vodafone.

Mr Bromell advised that a resource was required to begin work on the Regional Visitor Strategy actions. This work included facilitating tourism hui and coordinating a whole of region events programme, to be developed in liaison with ChristchurchNZ.

It was noted the next Chief Executives Forum meeting scheduled on 30 October would include a briefing from ChristchurchNZ to outline the agency's position in relation to the region.

### **Attendance**

Angela Oosthuizen (Kaikōura) joined the meeting at 9.34 am.

The meeting agreed that more resource was required to give effect to the CREDS work programme.

### **Resolved**

#### **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.**

*Bede Carran / Stuart Duncan  
Carried*

## 5. **Three-year work programme**

The work programme was reviewed. It was noted the accelerator projects had been added, and the following updates were provided:

- a) **Initiative 1 - Refresh and relaunch CREDS**  
*AP: Provide Andrew Dalziel (Ashburton District Council Chief Executive) with relevant CREDS documentation.*
- b) **Initiative 12 - Business case for rail passenger services**  
*AP: Include “South of Christchurch” in the title.*
- c) **Initiative 24 - Canterbury Economic Development Co. Ltd**  
It was noted that approval from the Inland Revenue Department was required to remove the Canterbury Economic Development Co. Ltd from the Companies Register. The forum would be advised when approval is granted.
- d) **Initiative 26 - Build on Canterbury Maps shared service**  
The success of Canterbury Maps shared service relied on the willingness of local authorities to share their data. It was agreed Canterbury Maps was a trusted entity, and local authorities should be encouraged to make their mapping data available to it.
- e) **Initiative 27 - Engineering services and common standards**  
To date, the Engineering Managers Group has not progressed this initiative. It was agreed to take the matter to the Operations Forum to further discuss if a common standard could be progressed.  
*AP: Include as an agenda item at the next Operations Forum meeting.*
- f) **Initiative 28 - Building control and regulatory co-ordination**  
Members discussed the challenges facing this workstream and agreed that there were good reasons to progress the work through the Operations Forum.  
  
Members noted the Operations Forum Chair, Wayne Barnett (Mackenzie District Council Chief Executive) was leaving, and agreed his successor be invited to the next Operations Forum meeting on 16 October 2017.

**AP: Include as an agenda item at the next Operations Forum meeting, to provide a status update for the next CE Forum including recommendations for how this initiative could be progressed.**

## **6. Canterbury Water Management Strategy (CWMS) update**

Caroline Hart (Programme Manager Strategy and Planning Management, Environment Canterbury) gave a verbal update noting the CWMS 2017 targets report would be circulated to Chief Executives prior to it being presented to the next Mayoral Forum meeting scheduled on 25 August 2017. Ms Hart advised the 2017 report was focused on 2020 targets, and looking ahead to consider 2030 targets.

In future, the Quarterly Report will be presented to the CE Forum to determine it is fit for purpose. Thereafter it would be presented to a subsequent meeting of the Mayoral Forum.

Bill Bayfield noted the targets and quarterly reports reflected the work being done at a district council level, and that Chief Executives would be involved in future discussions to consider opportunities to refresh targets for 2030.

Mr Bayfield advised ECan Councillor Claire McKay was the CWMS portfolio lead at Environment Canterbury, and would present the targets report to the Mayoral Forum on 25 August 2017 and seek their feedback.

## **7. Compliance, monitoring and enforcement working group**

Bill Bayfield advised the draft terms of reference will be presented to the inaugural meeting of the working group, and then back to the CE Forum for approval. It was suggested to include 'RMA' in the title. The group would concentrate on RMA issues with a focus on environmental law, and be tasked to develop synergies and grow capability and consistency across the region. The Operations Forum will discuss establishing the regional compliance, monitoring and enforcement working group at its next meeting in October. Members agreed the working group reports to the Operations Forum.

### **Resolved**

#### **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 the 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**

*Hamish Dobbie / Bill Bayfield*  
*Carried*

### **Adjournment:**

The meeting adjourned for morning tea at 10.42 am and reconvened at 10.53 am.

## 8. **Update on earthquake recovery – Hurunui and Kaikoura**

Hamish Dobbie (Hurunui District Council Chief Executive) gave a verbal update. He advised earthquake recovery had adjusted into BAU. The district has an advocacy role with insurers. Waste management is up and running. Councillors are focussed on social concerns.

Angela Oosthuizen (Kaikōura District Council Chief Executive) gave a verbal update and advised that the council restructure was complete. There are new people on board and a new recovery team in place. The recovery team is funded externally. There is no data about temporary housing requirements, and staff are working to understand the extent of the problem. The rebuild infrastructure group has completed a prioritised work programme and urgent work is happening. The district is left with residual natural hazards problems to address, and will have high level discussions with insurers at the end of Sept/Oct to look at life risk and prepare a business case to consider if any special policy considerations are available. There is a lot of work going on, it is progressing.

Bill Bayfield advised the harbour was going well, and noted the emergency legislation had been useful. Waiting an announcement from the Minister of Primary Industries to see if funds will be available to farmers.

## 9. **Canterbury Regional Stormwater Forum report**

The report was taken as read.

### **Resolved**

**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 the 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.**

## 10. **Policy Forum report**

Bill Bayfield thanked Chief Executives for nominating representatives for the Climate Change working group.

There are plans to introduce a more iterative workshop structure to the Policy Forum and to look beyond RMA into areas such as transport, biodiversity and climate change.

The regional submissions review was well-received and demonstrated the effectiveness of Canterbury Mayoral Forum advocacy. The review will be presented to the Mayoral Forum at the 25 August 2017 meeting.

The regional training workshop held in July went well and 28 staff from across the region attended. The Forum agreed for the Policy Forum to take up the opportunity to run a regional workshop in early 2018 with Statistics New Zealand on how to use population data in policy and planning.

### **Resolved**

**That the Chief Executives Forum:**

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

## **11. Corporate Forum report**

The report was taken as read.

### **Resolved**

**That the Chief Executives Forum:**

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

## **12. Operations Forum report back**

Operations Forum Chair Wayne Bennett gave a verbal update and advised the Regulation Managers Group were investigating the legality of having contractors in enforcement roles, this legal opinion would be the basis for discussion with MPI. The structure of delegations and functions would also be looked at as this may resolve the issue.

There was discussion about the amount of effort given to technical initiatives, and whether more effort was needed on customer focus. If the Forum agrees, the work programme could consider adding a customer service initiative. It would provide an opportunity to collaborate, discuss and share good ideas and resources on successful customer service initiatives in use across the region.

## **13. Greater Christchurch Partnership update**

Forum Chair Jim Palmer (Waimakariri District Council Chief Executive) gave a verbal update and reported: the dual challenge to refresh the urban development strategy and how it will dovetail into the latest relevant NPS.

## **14. National water initiatives update**

It was noted the Government review of three waters services cabinet paper had been pre-circulated.

Bill Bayfield gave a verbal update that included: the Minister had signalled changes to the National Policy Statement – Freshwater Management (NPSFM) which will be in place before the election. The next review of implementation of the NPSFM is underway. NIWA and MfE are looking at urban standards for copper and zinc sediment. It was noted the challenge facing regulatory authorities to plan when the NPS was undergoing

such frequent changes (released in 2011, rewritten 2014, changes made in 2016 to implement in 2017).

Good Management Practice farming – CWMS had informed a national policy and process.

Havelock North enquiry (Stage 2) submission was lodged on behalf of the Mayoral Forum, and submissions were also lodged by Waimakariri, Christchurch City and Environment Canterbury. A local government combined submission was made by LGNZ.

**Attendance:**

Dr. Karleen Edwards (Christchurch City Chief Executive) left the meeting at 11.31 am.

The Office of the Auditor General is undertaking an audit on water metering in Canterbury (along with other selected councils) as part of its focus on water for 2017/18.

Helen Wynne had a new role with DIA to look at relationships with local government. Murray Sherwan (NZ Productivity Commission) had been asked to undertake an inquiry into water.

There is a lot of activity around water management as government grapples with how water will be managed in New Zealand. There is an opportunity to put together a paper which provides an overview of national water initiatives from a Canterbury perspective for the Canterbury Mayoral Forum on 25 August.

## 15. **Rating and valuation services update**

The report was taken as read.

**Resolved**

**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.**

## 17. **LTP working group update**

The report was taken as read.

**Resolved**

**That the Chief Executives Forum:**

1. **Note the contents of this report.**

## 18. **Health and safety advisors group update**

The report was taken as read.

**Resolved**

**That the Chief Executives Forum:**

1. **Note the contents of this report.**

## **19. Draft agenda for the Mayoral Forum Meeting, 25 August 2017**

David Bromell outlined the draft Mayoral Forum agenda for 25 August 2017.

## **20. General business**

### **LGNZ Excellence Programme**

Andrew Dalziel (Ashburton District Council Chief Executive) gave a verbal update noting auditors had been engaged to review the programme due to concerns about quality and value. The review would consider exiting from its PWC Australia relationship and be better aligned to the LGNZ Excellence Programme.

### **Operations Forum Chair Replacement**

It was confirmed that Bede Carran (Timaru District Council Chief Executive) would replace Wayne Barnett as the Chair of the Operations Forum.

### **Farewell to Wayne Barnett**

This was Mr Barnett's final meeting, the Chair thanked him for his contribution to the Forum and his work with the Operations Forum. A presentation was made, and Mr Barnett thanked Forum colleagues for their work and support.

### **Next meeting**

Monday 30 October 2017, 9.00am, Selwyn District Council.

**The meeting closed at 12.11 pm.**

# Action schedule

## Chief Executives Forum

As at 20 October 2017. Items will be removed once complete.

Date	Subject	Actioned by	Deadline	Status
25.05.17	<i>Case for Canterbury</i> Review costings in the proposal and identify options to co-fund further work on the Case for Canterbury	Jim Palmer/ Secretariat	Ongoing	
04.04.16 31.10.16	<i>Strategic assessment, Case for Change: Three Waters</i> <ul style="list-style-type: none"> <li>Reinforce the importance of this priority Canterbury Mayoral Forum project to key council staff, to ensure adequate resourcing for delivery within agreed timeframes.</li> <li>Final investment logic map.</li> <li>Final strategic assessment endorsed by CEMG.</li> <li>Final report to CEF.</li> </ul>	CCC with councils All CEs	ASAP  September 2017 November 2017 January 2018	Reported to CEF 3 February 2017 Reported to CEF 8 May 2017  Meeting with CEMG to be rescheduled. Timeframe to be shared with CEF.
29.08.16	<i>Technology Working Group</i> <ul style="list-style-type: none"> <li>Outline the purpose of the Group and establish tasks and Terms of Reference</li> </ul>	Hamish Dobbie	31 October 2016	Meeting scheduled for w/ending 4 Aug 2017
03.02.17	<i>North Canterbury earthquake recovery review</i> <ul style="list-style-type: none"> <li>Keep CEs updated on the earthquake recovery review process, including the development of Terms of Reference.</li> </ul>	Bill Bayfield		Review underway.
08.05.17	<i>Canterbury Economic Development Co Ltd</i> <ul style="list-style-type: none"> <li>Check that all councils have resolved to wind up the Canterbury Economic Development Co Ltd</li> </ul>	Bede Carran	ASAP	With IRD for final part of process.
08.05.17	<i>Canterbury Drinking Water Reference Group</i> <ul style="list-style-type: none"> <li>Reference Group will continue in order to address results of Stage 2 of the enquiry (due to OAG on Dec 8th)</li> </ul>	Bill Bayfield	Dec 2017	In progress
08.05.17	<i>Civil Defence Emergency Management</i> Options to Enhance the delivery of Emergency Management Officer functions in Canterbury (EMO support) <ul style="list-style-type: none"> <li>Terms of reference for review to be circulated to CEs</li> </ul>	Bill Bayfield	31 July 2017	Regional Civil Defence Group Controller Neville Reilly advises he has shared the ToR for the Options to Enhance the delivery of Emergency Management Officer functions in Canterbury. Review and report are nearing completion.

Date	Subject	Actioned by	Deadline	Status
	Ministerial review of current emergency response system in NZ (the Sowry Review)		30 Oct 2017	The submission from CDEM to this review has been shared with CEs. Complete.
31.07.17	<i>Three-year work programme</i> Item 1: Re-launch of CREDS. Send info pack to A. Dalziel Item 12: Include wording 'south of Christchurch' Item 27: Add to Operations Forum agenda. Item:28 Add to Operations Forum agenda.	Secretariat / Operations Forum Chair	16 October 2017 30 October 2017	All complete
31.07.17	<i>Customer service initiative</i> Consider establishing a work programme for the Operations Forum on customer service initiatives across the region	Operations Forum Chair	16 October 2017	In progress – <b>agenda item 7</b>
31.07.17	<i>ChristchurchNZ</i> Arrange for a representative from ChristchurchNZ to address the next Chief Executives Forum.	Secretariat	30 October 2017	We were unable to do so. The Chair and new CE of ChristchurchNZ will meet with the Mayoral Forum on 1 December 2017
31.07.17	<i>National Water initiatives</i> Prepare an overview paper about national water initiatives for the next Mayoral Forum	Environment Canterbury	25 August 2017	Complete – now ongoing ( <b>agenda item 10</b> )

**Date:** 30 October 2017

**Presented by:** David Bromell, Secretariat

## Canterbury Regional Economic Development Strategy

### Purpose

This paper updates Chief Executives on the Canterbury Regional Economic Development Strategy (CREDS).

### Recommendations

That the Chief Executives Forum:

- 1 **note** progress on securing funding and implementing CREDS priority actions
- 2 **request** the Chair to write to the Chief Executive of the Ministry of Business, Innovation and Employment expressing concern with the Ministry's administration of the Regional Growth Programme in Canterbury and signalling the changes we will be looking for from a new Government
- 3 **endorse** a proposal to the Mayoral Forum meeting on 1 December 2017 to focus the February 2018 workshop with the CREDS reference group on *Smart planning for population change in Canterbury*.

### Background

- 1 In April 2017, the Mayoral Forum submitted funding proposals to the Regional Growth Programme for 14 CREDS 'accelerator projects'. Funding for 11 projects to a total of \$2.185m was approved by the Senior Regional Officials Group, joint Ministers and Cabinet in May 2017, and announced by Ministers at the CREDS launch on 23 June 2017.

### Funding agreements

- 2 A funding agreement is in place for three 'accelerator projects' funded from the Senior Regional Official's budget for Canterbury.
  - **CREDS Project Manager** (\$150,000 over 15 months). Warren Gilbertson has been appointed and will start on 8 January 2018. Warren is currently Chief Operating Officer for Development West Coast; he has a background in banking and finance, and has worked in central government (Treasury and Housing New Zealand Corporation).
  - **Principal Advisor Regional Transport** (\$100,000 over 12 months). Darren Fidler has been appointed and started on 25 September 2017. This role supports implementation of priority actions in the regional transport work programme.
  - **CREDS monitoring** (\$10,000). A re-designed report was presented to the Mayoral Forum in August 2017. This project is substantially complete, with regional transport indicators to be developed for the February 2018 report.

- 3 A funding agreement is being negotiated between Aoraki Development and the Ministry of Social Development (Canterbury) for **expansion of youth transitions programmes** (\$130,000). MSD Southern has offered additional funding of up to \$100,000 for development and implementation of a web and app platform.
- 4 The Ministry of Business, Innovation and Employment (MBIE) required us to complete economic business case templates for the remaining accelerator projects, which are to be funded from its Multi-Year Appropriation for Regional Initiatives. Environment Canterbury funded a contractor (\$7,647.50) to assist with preparation of the economic business cases.
- 5 Following further inter-departmental consultation, the Senior Regional Officials Group approved two projects less than \$100,000 each on 26 October 2017:
  - extension of Christchurch Educated's **Job Ready programme** to South Canterbury (\$40,000 over two years)
  - work with KiwiRail to investigate the business case for re-introducing **passenger rail services** south of Christchurch (\$50,000).
- 6 We learned on 12 October 2017 that MBIE has held back a briefing to joint Regional Growth Programme Ministers recommending confirmation of funding for the remaining four projects:
  - **cellphone and broadband coverage mapping**, and encouraging uptake and use (\$145,000)
  - ChristchurchNZ-led project on **demand-side opportunities for value-added production** (\$1,000,000 over five years)
  - University of Canterbury-led project on **high value manufacturing** (\$450,000 over four years)
  - **case for Canterbury** (\$110,000).
- 7 Mayor Lianne Dalziel has alerted Hon Simon Bridges to the delay in releasing funding announced by Ministers in June.
- 8 Suggested next steps are:
  - a letter from the Chair of the Chief Executives Forum to the Chief Executive of MBIE, expressing concern with the Ministry's administration of the Regional Growth Programme in Canterbury, specifically the process of allocating funding from its Multi-Year Appropriation for Regional Initiatives
  - if the Mayoral Forum agrees, signalling in its letter to relevant incoming Ministers a desire to re-negotiate terms of engagement in the Regional Growth Programme:
    - affirm the value of having a Senior Regional Official for Canterbury
    - build a politician-to-politician relationship with Government on regional development in Canterbury
    - direct MBIE to work with us as a partner, not on a principal-agent basis that treats the Mayoral Forum as a supplier.

## **New developments**

### **Christchurch and Canterbury stories**

- 9 ChristchurchNZ hosted a tourism industry workshop on 5 October 2017 to encourage use of the Christchurch and Canterbury stories, so everyone talks about our region in a cohesive way to key target audiences: local, domestic and international.

### **Visitor strategy**

- 10 Dr Peter Fieger, Senior Economist at ChristchurchNZ, has produced visitor profiles from MBIE's International Visitor Survey that looks to be a useful tool for targeted marketing that supports the CREDS objective of: *sustainable tourism that focuses on the high-end market, encourages a wider seasonal 'spread', disperses visitors across the region and South Island, and keeps them here longer*. Peter presented his work to Mayor Sam Broughton and me on 28 September. We have arranged an opportunity for Peter to present this to officials in MBIE, Tourism New Zealand and Statistics New Zealand on 1 November 2017, with a view to securing funding for further development of a tool that will be nationally as well as regionally useful.
- 11 Tourism lead Mayors (Winston Gray, Sam Broughton and Graham Smith) met on 19 October 2017 to review priority actions for the regional visitor strategy work programme.

### **Region-to-region relationship with Nagano Prefecture, Japan**

- 12 As discussed at the Mayoral Forum on 25 August 2017, information on the proposed Memorandum of Understanding (MOU) was circulated to all Mayors and Chief Executives for discussion with member councils before this comes back to the Mayoral Forum for decision on 1 December.
- 13 Tony Oikawa from Christchurch Educated is currently in Nagano and will be meeting with Governor Abe and his officials to discuss the potential relationship at their end.
- 14 The proposed MOU would express an intention to broaden existing relationships in education provision to include value-added primary production, business and government.
  - A CREDS focus 2017–2019 is 'doing more with what we grow', contributing our land-based strengths to global value networks. We could benefit from exchanging information and building connections with Nagano where we have common areas of interest in agri-technology, sustainable food production, value-added food and beverage processing, healthcare, medical technology, solar energy, electronics and high-value manufacturing.
  - Like Japan, New Zealand has an ageing population, so another area for exchange between our regions is regional development that enables 'prosperity without growth' and ensures the long-term viability of our communities and ways of life.

### **Newcomer and migrant settlement**

- 15 Lead Mayors (Donna Favel and Sam Broughton) met on 9 October 2017 and will report to the Mayoral Forum on 1 December on the Welcoming Communities initiative and other priority actions in their work programme.
- 16 UC students leave for Beijing on 17 November in a programme funded by the Prime Minister's Scholarship for Asia. Last year's programme produced a research report for

the Mayoral Forum on young Chinese tourists. This year's research project focuses on what would we need to do to attract young, skilled migrants to our region – and to settle in our towns and not only in Christchurch City.

## Regional growth – and decline?

- 17 We can expect steady progress in CREDS implementation during 2018–2019. It is timely to re-visit our underlying assumptions of regional growth, in light of the intentions of the incoming Government for regional development and opportunities arising from this.
- 18 Demographic analysis by Natalie Jackson and others in a supplementary issue of *Policy Quarterly* published in June 2017 ([\*The ebbing of the human tide: What will it mean?\*](#)), cautions that the structural ageing of the population combined with migration trends will play out in different patterns of growth and contraction across regions, and within regions. In some areas, net migration will compound population ageing, rather than compensating for it.
- 19 Julian Wood from the Maxim Institute has published a very useful paper on [\*Growing beyond growth: Rethinking the goals of regional development in New Zealand\*](#). Julian visited Christchurch on 28 September 2017 for discussions with Cam Smith (Environment Canterbury), Heather Warwick (Enterprise North Canterbury), Gill Cox and Erin Jackson (Committee for Canterbury) and me.
- 20 Julian's report recommends three 'rethinks':
  - **Rethink #1:** All regional development goals must be explicitly and clearly stated to enable clarity, transparency, scrutiny and co-ordination. As part of this 'regional wellbeing indicators' should be explicitly developed and included in these regional development goals.
  - **Rethink #2:** Regional development goals need to be ranked and prioritised with tensions, trade-offs, or the subservient relationships between the goals explicitly outlined and prioritised so as to enable evaluation.
  - **Rethink #3:** New Zealand needs to rethink its sole focus on economic growth, shifting to a framework that also empowers communities to meet both the economic and social needs of their populations in the midst of 'no growth or even decline.'
- 21 The report recommends continuing to focus on maximising the growth potential of regions while also explicitly accepting the forces of population ageing, stagnation and decline and their consequent spatial implications. This suggests 'smart growth and 'smart decline' regional development strategies that aim not only to maximise growth but also to manage the rate of decline and the wellbeing implications of this decline where possible.

## Proposal

- 22 The Mayoral Forum will next meet with its CREDS reference group in late February 2018. Feedback is sought from Chief Executives on a proposal that we focus this workshop on **Smart planning for population change**, with a presentation from Julian Wood (if available).

## Mayoral Forum three-year work programme 2017–19 – as at 20 October 2017

### Key to acronyms

CCC Christchurch City Council

CEF Chief Executives Forum

CEMG Canterbury Engineering Managers Group

CMF Canterbury Mayoral Forum

COF Canterbury Operations Forum

CPF Canterbury Policy Forum

CREDS Canterbury Regional Economic Devlpt 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
<b>Major Initiatives</b>					
1. 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 – <b>agenda item 5</b></li> </ul>
2. 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 Targets Progress Report 2017 approved by CMF August 2017; published September 2017</li> <li><b>agenda item 10</b></li> </ul>
3. 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</li> <li>final strategic assessment to go to CEMG for endorsement November 2017</li> <li>final report to CEF January 2018</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 pending findings from Water assessment and other transport collaborative initiatives (see #4 below)</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> <li>reported to CEF 3 Feb 2017</li> <li>discussed at CEF 31 July 2017</li> <li><b>agenda item 11</b></li> </ul>
<b>Canterbury Regional Economic Development Strategy accelerator projects</b>					
4. Strategic policy analysis and advice, regional transport	30 June 2018	<ul style="list-style-type: none"> <li>accelerate progress on the four work programme priorities</li> <li>co-ordinate a stocktake of the resilience of the roading network in Canterbury</li> </ul>	Winton Dalley	ECan	<ul style="list-style-type: none"> <li>funding agreement signed</li> <li>Darren Fidler appointed and started 25 September 2017</li> </ul>
5. Mobile and broadband coverage mapping and analysis	30 June 2018	<ul style="list-style-type: none"> <li>identify and GIS map remaining gaps in mobile and broadband coverage</li> <li>work with stakeholders to analyse coverage gaps for economic and social significance</li> <li>support lead Mayor's advocacy for solutions</li> </ul>	Damon Odey	TDC	<ul style="list-style-type: none"> <li>initial project scoping 28 July 2017</li> <li>preparation of business case and funding agreement August 2017</li> <li><b>funding not released by MBIE</b></li> </ul>
6. Promote uptake and use of digital technology	30 June 2018	<ul style="list-style-type: none"> <li>identify and publicise uptake and use of digital technology to improve productivity in rural Canterbury</li> </ul>	Damon Odey	TDC	<ul style="list-style-type: none"> <li>initial project scoping 28 July 2017</li> <li>preparation of business case and funding agreement August 2017</li> <li><b>funding not released by MBIE</b></li> </ul>
7. Youth transitions	30 June 2018	<ul style="list-style-type: none"> <li>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</li> </ul>	David Ayers	Aoraki Development	<ul style="list-style-type: none"> <li>initial scoping with MSD July 2017</li> <li>negotiation of funding agreement with MSD underway August 2017, with additional funding offered by MSD Southern for web and app development</li> </ul>
8. Job Ready Programme	30 June 2019	<ul style="list-style-type: none"> <li>Expand the programme to South Canterbury (40 students per year)</li> </ul>	David Ayers	ChristchurchNZ	<ul style="list-style-type: none"> <li>for discussion with ChristchurchNZ and preparation of business case and funding agreement August 2017</li> <li>funding confirmed October 2017</li> </ul>
9. Improve productivity	30 June 2022	<ul style="list-style-type: none"> <li>investigate new value-add, market opportunities that Canterbury is placed to take advantage of – e.g. niche markets, particularly in China and SE Asia</li> <li>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</li> </ul>	Craig Rowley	Christchurch NZ	<ul style="list-style-type: none"> <li>for discussion with ChristchurchNZ and preparation of business case and funding agreement August 2017</li> <li><b>funding not released by MBIE</b></li> </ul>
10. High-value manufacturing	30 June 2021	<ul style="list-style-type: none"> <li>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</li> </ul>	Craig Rowley	UC	<ul style="list-style-type: none"> <li>for discussion with UC and preparation of business case and funding agreement August 2017</li> <li><b>funding not released by MBIE</b></li> </ul>

WHAT	WHEN	TASK	SPONSOR	LEAD	STATUS / NEXT STEPS
11. Business case for rail passenger services south of Christchurch	30 June 2018	<ul style="list-style-type: none"> <li>work with KiwiRail on assessment of the business case for reintroducing rail passenger services south of Christchurch</li> </ul>	Damon Odey	Aoraki Development	<ul style="list-style-type: none"> <li>initial project scoping 28 July 2017</li> <li>preparation of business case and funding agreement August 2017</li> <li>funding confirmed October 2017</li> </ul>
12. CREDS implementation management	30 Sep 2018	<ul style="list-style-type: none"> <li>provide contract management across all work programmes</li> <li>support lead Mayors with CREDS implementation</li> <li>monitoring and reporting</li> </ul>	Lianne Dalziel	ECan	<ul style="list-style-type: none"> <li>funding agreement signed</li> <li>Warren Gilbertson appointed; to start 8 January 2018</li> </ul>
13. CREDS monitoring	31 Dec 2017	<ul style="list-style-type: none"> <li>design a reporting template to improve communication and impact assessment further develop CREDS outcome indicators (with MBIE, MSD and MoE)</li> </ul>	Lianne Dalziel	Secretariat / ChristchurchNZ	<ul style="list-style-type: none"> <li>template designed and ready for 24 Aug report 2017</li> <li>preparation of business case and funding agreement August 2017</li> <li>funding confirmed and received</li> <li>project substantially complete; transport indicators to be developed for Feb 2018 report (cf. item 4)</li> </ul>
14. Canterbury story	30 June 2018	<ul style="list-style-type: none"> <li>further develop 'the Canterbury story' – validation nationally and internationally</li> <li>production of a video</li> <li>fund-raising for ongoing assets library development, hosting and use</li> </ul>	Jim Palmer	Secretariat/ ChristchurchNZ	<ul style="list-style-type: none"> <li>for discussion with ChristchurchNZ and preparation of business case and funding agreement August 2017</li> <li><b>funding not released by MBIE</b></li> </ul>
<b>Other CREDS priority actions 2017–19</b>					
15. <i>To come – as priorities for action are translated into action plans across the 7 work programmes</i>		<ul style="list-style-type: none"> <li></li> </ul>			<ul style="list-style-type: none"> <li></li> </ul>
<b>Minor to mid-sized initiatives</b>					
16. 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> </ul>	CEF	Regional Stormwater Forum	<ul style="list-style-type: none"> <li>reported to CEF 31 Oct 2016</li> <li>reported to CEF 24 Feb 2017</li> <li>reported to CEF 31 July 2017</li> <li>group is incorporated in and reports quarterly to COF</li> </ul>
17. 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>progress report to CEF 3 Feb 2017</li> <li>reported to CMF 26 May 2017</li> <li>submitted to Inquiry 21 July 2017</li> <li>to report to CMF by 31 May 2018</li> </ul>
18. 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</li> <li>reported to CEF 3 Feb 2017</li> <li>reported to CEF 31 July 2017</li> <li><b>agenda item 8</b></li> </ul>
19. 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 met 22 Nov 2016 and reported progress to CPF 2 Dec 2016</li> <li>reported to CEF 3 Feb 2017</li> <li>reported to CEF 8 May 2017</li> <li>reported to CEF 31 July 2017</li> <li><b>agenda item 9a</b></li> </ul>
20. 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>ToR agreed by CEF 3 Feb 2017</li> <li>reported to CEF 8 May 2017</li> <li>reported to CEF 31 July 2017</li> </ul>

WHAT	WHEN	TASK	SPONSOR	LEAD	STATUS / NEXT STEPS
21. 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> <li>reported to CEF 8 May 2017</li> <li>group is incorporated in and reports quarterly to COF</li> <li>report to CEF by 31 May 2018</li> </ul>
22. 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> <li>report postponed to February 2018</li> </ul>
23. 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>agreed by CMF 24 Feb 2017</li> <li>application made to the Registrar of Companies for its removal from the Register</li> <li>in process – awaiting IRD approval 31 July 2017</li> </ul>
24. 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	Jim Palmer  Hamish Dobbie	<ul style="list-style-type: none"> <li>awaiting outcome of LGNZ review of risk management and insurance arrangements – in abeyance as at 31 July 2017</li> <li>technology working group met to agree terms of reference 7 Oct 2016; reported to CEF 31 Oct 2016; met 4 Aug 2017 and will report to CEF 30 Oct 2017</li> <li><b>agenda item 14</b></li> </ul>
25. 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>build of 3D tools to enhance user experience by September 2017</li> <li>build an all-of-Canterbury e-Plan application to include all regional and district plans</li> <li>build property search tool – phase II by June 2017</li> <li>identify and develop TA-specific applications</li> </ul>	CEF	Bill Bayfield	<ul style="list-style-type: none"> <li>this work programme is well established as 'business as usual' and now reports quarterly via Chief Information Officers to the CCF</li> <li><b>move to Complete/BAU?</b></li> </ul>
26. 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>	COF	Wayne Barnett / CEMG	<ul style="list-style-type: none"> <li>CEMG discussed 11 Oct 2016</li> <li>CEF discussed 31 July 2017 and will take up with COF Oct 2017 for report to CEF 30 Oct 2017</li> <li>commissioning clarified at COF 16 Oct 2017; CEMG will pick up and report to CEF May 2018</li> </ul>

WHAT	WHEN	TASK	SPONSOR	LEAD	STATUS / NEXT STEPS
27. 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>	COF	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> <li>MBIE has discontinued this project</li> <li>CEF reviewed 31 July 2017 and will discuss with Operations Forum in Oct 2017 for report to CEF 30 Oct 2017</li> <li><b>agenda item 7</b> – COF recommends establishing a working group of senior regulatory managers, reporting to the COF, to progress this work item</li> </ul>
<b>Completed items / Business as usual</b>					
28. 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 3 Feb 2017</li> <li>endorsed by CMF 24 Feb 2017</li> <li>complete</li> </ul>
29. Refresh and relaunch the CREDS	30 April 2017	<ul style="list-style-type: none"> <li>re-visit and revise priority actions for 2016</li> <li>identify opportunities to align and integrate the Strategy with the Christchurch Economic Development Strategy</li> </ul>	CMF	Lead Mayors	<ul style="list-style-type: none"> <li>lead Mayors agreed 27 Jan 2017</li> <li>workshop with CREDS reference group 23 Feb 2017</li> <li>funding proposals submitted to Regional Growth Programme Apr 2017</li> <li>refreshed CREDS launched 23 June 2017</li> <li>complete</li> </ul>

**Date:** 30 October 2017

**Presented by:** Bill Bayfield, David Ward, Bede Carran

## Policy, Corporate, Operations Forums

### Purpose

This paper reports on the work of the Policy, Corporate and Operations Forums since July 2017.

### Recommendations

That the Chief Executives Forum:

- 1 **receive** the report
- 2 **appoint** Bill Bayfield as Chair of the Canterbury Policy Forum for calendar year 2018
- 3 **note** Policy Forum levies for 2017/18 to 2020/21
- 4 **note** that a regional forums end-of-year function is planned for Friday 8 December, 1:30–30 pm at Selwyn District Council, with presentations on ‘what the 2017 general election means for Canterbury’
- 5 **invite** all Chief Executives to ensure their council is represented at meetings of the Chief Information Officers Group and the Natural Hazards Working Group
- 6 **invite** Jolanda Simon (Waimakariri) to participate in the Technology Working Group
- 7 **endorse** the encouragement of the Operations Forum to the Chief Executives, Policy and Corporate Forums to commit to a standing item on forum agendas during 2018 – customer/citizen focus in delivering local infrastructure, local public services and performance of regulatory functions, and opportunities for collaboration to achieve this
- 8 **invite** Tracy Tierney (Timaru) to convene a working group of senior regulatory managers in consultation with Bede Carran, Chair of the Operations Forum
- 9 **consider** incorporating the Drinking Water Reference Group in the Canterbury Operations Forum from 2018.

### Policy Forum

- 1 The Policy Forum met on 6 October 2017 and agreed to:
  - nominate Bill Bayfield to the Chief Executives Forum for appointment as Chair of the Policy Forum for calendar year 2018
  - hold Policy Forum levies at the current rate for the first three years of 2018–28 Long-Term Plans
  - organise a joint end-of-year function for members of regional forums on Friday 8 December 2017, 1:30–3:30 pm, with presentations on ‘what the 2017 general election means for Canterbury’
  - organise a regional training workshop in 2018 on using population data in policy and planning, with input from demography staff of Statistics New Zealand. This will

help prepare staff to access and use data from the Census of Population and Dwellings scheduled for 6 March 2018.

2 Councils will be invoiced for Policy Forum levies for 2017/18 as follows:

Christchurch City Council	\$2,100
Environment Canterbury	\$2,100
Waimakariri District Council	\$1,100
Selwyn District Council	\$1,100
Timaru District Council	\$1,000
Ashburton District Council	\$1,000
Hurunui District Council	\$530
Waimate District Council	\$400
Waitaki District Council	\$400
Kaikōura District Council	\$260
Mackenzie District Council	\$260

3 Other agenda items included:

- a presentation by Ronnie Cooper (Strategy and Influence, Te Rūnanga o Ngāi Tahu) on Mana Whakahono a Rohe iwi participation agreements (Resource Management Act 1991 Sub-part 2, 58L–58U) and iwi claims lodged under the Marine and Coastal Area (Takutai Moana) Act 2011
- and iwi claims lodged under the Marine and Coastal Area (Takutai Moana) Act 2011
- regional submissions
- discussion of Environment Canterbury's draft regional community outcomes (agenda item 8.b)
- addressing New Zealand's biodiversity challenge
- the CWMS Targets Progress Report 2017 and national water initiatives
- an update from the Canterbury Planning Managers Group and its ongoing programme of engaging with industry and peak bodies
- an update from the climate change working group.

## Corporate Forum

4 The Corporate Forum met on 16 October 2017.

- Discussion focused on our strategic context, and how the working groups that report to the Corporate Forum support implementation of the Mayoral Forum's three-year work programme.
- The Forum requests Chief Executives to ensure representation from all councils at meetings of Chief Information Officers.
- The Forum is keen to loop Jolanda Simon (Waimakariri) into the Technology Working Group.

## Operations Forum

5 The Operations Forum met on 16 October 2017.

- Discussion also focused on our strategic context and implementation of the three-year work programme.

- The Forum proposes that the Chief Executives, Policy and Corporate Forums commit to explicit reflection on customer/citizen focus as a standing item on forum agendas during 2018. The Operations Forum is willing to champion this, share best practice and promote opportunities for collaboration with a customer/citizen focus.
  - Check out Tim the chatbot on Timaru District Council's home page at <https://www.timaru.govt.nz/home!>
- Jim Palmer clarified item 26 on the three-year work programme (Engineering services and common standards). The Canterbury Engineering Managers Group will pick this up when it meets on 2 November 2017 and report back to the Chief Executives Forum in May 2018. Some work has been done on this during s.17A reviews. The Forum noted that this also relates to the Government's proposed 3 Waters Review, and the Natural Hazards Working Group.
- The Forum identified a need to establish and/or formalise a regular meeting of senior regulatory managers (non-RMA). Currently we do not have a mechanism to implement 3-year work programme item 27 (Building control and regulatory co-ordination). Bede Carran proposed inviting Tracy Tierney, Group Manager Environmental Services, Timaru District Council, to convene a working group.
- Chief Executives are asked to encourage representation of all councils at meetings of the Natural Hazards Working Group.
- The Canterbury Engineering Managers Group will synthesise key findings of Sir Michael Cullen's report on the Edgecumbe flood and report back to all councils.
- The Forum suggested that the Drinking Water Reference Group report to the Operations Forum from 2018, to support co-ordination and avoid duplication, particularly if the proposed 3 Waters Review proceeds.

**Date:** 30 October 2017

**Presented by:** Bill Bayfield

## Regional community outcomes

### Purpose

This paper invites feedback on regional community outcomes drafted for Environment Canterbury's 2018–28 Long-Term Plan (LTP).

### Recommendations

That the Chief Executives Forum:

- 1 **provide feedback** on Environment Canterbury's draft community outcomes 2018–28 and opportunities to affirm high-level community outcomes for the region as a whole.

### Background

- 1 The regional council has set its strategic direction and drafted community outcomes for its 2018–2028 LTP. The draft community outcomes are aspirational, high level and long term.
- 2 While the Council is following the statutory LTP consultation process, it is inviting informal feedback at an early stage on the draft community outcomes from Chief Executives and the Mayoral Forum.
- 3 The Policy Forum discussed Environment Canterbury's draft community outcomes when it met on 6 October 2017. The Forum:
  - noted the risk of multiple, outcomes statements that do not relate well to each other
  - affirmed the value of checking that Environment Canterbury's draft community outcomes align and resonate with those drafted by territorial authorities
  - noted a lack of reference to prosperity, wealth and economic development
  - suggested distinguishing between the Council 'we' and the people of Canterbury 'we'.

### Environment Canterbury's draft community outcomes

- 4 Environment Canterbury's current\* purpose is:

Facilitating sustainable development for the Canterbury region:

*Te hauwaere / te kauneke tauwhiro / Waitaha*

\*Please note that Council may revisit this following engagement on the community outcomes.

5 We do this so:

- we can breathe clear air, play and swim in the rivers, gather mahinga kai, benefit from the productive use of our land and enjoy Canterbury's unique biodiversity taonga and landscapes
- we can live, travel and move goods with ease, within and to/from the region, facilitating work, leisure and tourism.
- we have access to the information we need to be resilient in the face of short-term hazards and well-prepared for longer-term change to our region's natural environment
- we can all see, understand, and help shape the nature of Canterbury: its past, its present and its future.

### **Feedback sought**

6 We would appreciate your thoughts on the following questions.

- Are these outcomes for the Regional Council, or could they be considered as outcomes for the region?
- To what extent do they reflect the aspirations and concerns of our communities across the ten territorial authorities of Canterbury?
- Do Territorial Authorities see value in owning them as the region's community outcomes? And if so, how might this work?

### **Next steps**

- 7 Our formal engagement process has begun with Ngāi Tahu. Mayors, Chief Executives and other stakeholders have received information about engaging with our draft community outcomes during September via newsletter. The community has been invited to give feedback on these draft outcomes and our overall strategic direction during October. Staff and governance discussions with your organisations will also follow at regular council / Environment Canterbury meetings.
- 8 Environment Canterbury will seek an opportunity to discuss its draft regional community outcomes with the Mayoral Forum on 1 December 2017.
- 9 Environment Canterbury will note, collate and consider feedback over the coming months, which will be reflected in the community outcomes that will be released in the draft LTP document for consultation in March 2018.

**Date:** 30 October 2017

**Presented by:** Hamish Dobbie, Chief Executive, Hurunui District Council

## Infrastructure as a Service: Collaboration opportunities

### Purpose

- 1 This paper identifies the benefits of councils taking a collaborative approach towards Infrastructure as a Service (IaaS) and identifies examples of some opportunities that could be developed. IaaS is but one of a number of opportunities for councils to collaborate in the Information Technology Solutions (ITS) area, but it presents an appropriate starting point.

### Recommendations

That the Chief Executives Forum:

- 1 **note** the potential benefits of the IaaS delivery model to councils, the cost benefits of the All of Government (AoG) offering, and the advantages of a collaborative approach between councils towards IaaS transition
- 2 **agree** that the Technology Working Group be directed to prepare for review by the Chief Executives Forum a programme of supported investigation work that will outline specific initiatives the councils can collaborate on, including how and who it proposes to engage in the private sector to assist in developing the programme
- 3 **agree** that the Working Group provide this programme, including recommendations on the management of any costs, for Chief Executives Forum approval by June 2018, with a view to the programme being initiated in the 2018/19 financial year.

### Key points

- 2 IaaS is a technological trend increasingly embraced by organisations to outsource much of their computing resources and services. Progress over time in the security, speed and reliability of internet services has enabled the hardware, software, storage, servers, applications and other infrastructure components of an organisation to gradually be located, maintained, backed up and planned by specialist IaaS providers off-site.
- 3 IaaS delivers multiple benefits for organisations and their customers. These include:
  - significantly reduced capital costs, as IaaS has a consumption (pay as you go) business model. The total cost of ownership is lower due to reduced annual debt servicing costs on capital expenditure for on-site infrastructure, as well as reduced staff and accommodation costs.
  - scalability to meet varying needs and no need to forecast demand. The 'right-sizing' of storage and processing power and tiering of high-demand data sets speeds up services and optimises the amount of investment needed.
  - business continuity and disaster recovery. IaaS systems rarely if ever break down, but IaaS providers are heavily incentivised and resourced to resolve problems quickly through AoG contracts. In addition, multiple back-ups locally and nationally

avoid the need for individual councils to plan for disasters, while the pace of technological change means IaaS providers are best placed to provide quick effective back-up and disaster recovery using the latest technologies and techniques.

- leveraging technology innovations at no additional cost. For example, IaaS suppliers purchase the latest technologies that would be out of reach of most councils, making these available to multiple clients at a fraction of the cost of ownership.
  - councils can focus on core business and reduce the need to recruit and retain highly skilled and specialised, in-demand ITS expertise. This is a key benefit in financial and organisational terms, particularly for smaller councils away from major urban centres.
- 4 There are currently three suppliers on the AoG panel for IaaS services, these being Datacom, IBM and Revera (owned by Spark). These offer competitive negotiated rates for public sector agencies, including local government, and through pre-agreed conditions offer a lower cost, less complex procurement pathway. There are also other providers not on the AoG panel.
  - 5 In addition to the benefits of IaaS and the AoG offerings, there may also be benefits in Canterbury councils collaborating along their convergence to IaaS, rather than progressing these developments individually. Benefits may include further cost savings through the leverage of scale, the simplification of customer interactions with councils, less duplication of administration and effort in procurement, reduced up-front transition and establishment costs and the leverage of collective experience and expertise.
  - 6 Spark, which has presented to the Working Group along with their recent acquisitions Computer Concepts Ltd (CCL) and Revera, has also expressed a preference for working with Canterbury councils as one, due to the obvious benefits for them in dealing with fewer councils on the same issues. This may be beneficial for the councils, but there are other providers in the market, as set out above, that councils can choose to work with.
  - 7 A potential handbrake on the ability and willingness of councils to collaborate in this space, however, is the varying life-cycle and maturities of infrastructure across the region. While this will only become clear through deeper investigations, it is to be anticipated that such issues are not insurmountable and could be accommodated within a medium- to long-term, region-wide programme involving all councils and a preferred IaaS partner or partners.

## Background

- 8 A presentation from Spark (Paul Deavoll) to the Chief Executives Forum in mid-2016 raised the potential for councils to work together more closely on opportunities for mobile, cloud and infrastructure developments given the planned completion of 4G broadband roll out throughout Canterbury and councils' gradual progression towards online services for customers. Spark has worked on individual proposals for councils but would prefer to take a more efficient approach by working with local government in the region as one.
- 9 This led in October 2016 to a Technology Working Group being formed to advise Chief Executives on these matters and report back on a way forward. The earthquake of November 2016 delayed this, but the Working Group reconvened to consider this in August 2017, meeting with Spark, Revera and CCL to hear their views on a potential

approach. The Canterbury District Health Board's Chief Information Officer also made a presentation, providing an overview of the Canterbury health alliance's transition to IaaS and cloud-based systems and applications, which as a multi-party initiative is analogous to the opportunities presenting to local government in Canterbury.

- 10 Following the meeting, the Working Group agreed to develop this report for the Chief Executives Forum, which is intended to illustrate 'the why' for IaaS, as well as suggest a way forward.

### **What's the 'why' for IaaS?**

- 11 IaaS is fundamentally the outsourcing of expertise and technology relating to all or parts of the hardware, software, storage, servers, applications and other infrastructure components of an organisation. Through this outsourcing there are benefits in terms of direct and indirect cost savings, as well as non-financial benefits such as improved resilience, reduced risk and quicker, more effective disaster recovery.
- 12 Direct cost savings derive from the pay as you go business model IaaS suppliers work to. Councils pay only for the amount of service (storage, processing) they consume, whereas the conventional model requires councils to forecast their infrastructure needs a year or more ahead (such as disk storage) and invest capital up front to meet that need. This results in redundant capacity and expenditure in the short term and higher whole-of-life costs due to the additional debt servicing cost on top of capex investments. IaaS is an operational cost and is thus cash funded annually and at the level commensurate with the scale of demand for services through the year.
- 13 Waimakariri District's recent experience moving to IaaS would indicate an approximate 2% direct cost saving over a 10-year period, as compared to an alternative option of replacing their aged infrastructure with the latest infrastructure. This excludes debt servicing cost savings on the capex that would be needed to fund the purchase of the infrastructure.
- 14 In addition to this 2% is an estimated further 15% saving as a result of 'right sizing' the amount of processing power and storage space the council needs from the IaaS provider. This right sizing tiers high-demand council data, reducing storage and processing demand and was completed as part of the migration of council data to the IaaS servers. Right sizing also leverages the IaaS provider's ability to procure and make available to clients the very latest in technology at a fraction of the cost of traditional council strategies, which throw storage space (and thus expenditure) at system interruption problems.
- 15 Indirect cost savings arise from the personnel within the IaaS provider who do not need to be employed by councils. In a rapidly changing sector, such people are expensive and hard to come by, but through IaaS councils can enjoy the benefits of rapidly changing technology without having to recruit and retain the expertise themselves, which is proving challenging for small and remote councils.
- 16 This benefit is also true of disaster recovery, where this comes as part of the IaaS service and is typically quicker and more effective than a council by itself can manage. IaaS providers have secure purpose-built facilities, highly sophisticated back-up protocols and disaster recovery techniques that would not be feasible for councils to manage themselves. This includes multiple redundancies to guarantee councils can access their systems after a disaster at short notice.

- 17 Other indirect cost savings include reduced on-site accommodation costs for infrastructure and the environmental controls and protections.
- 18 The table below is a reproduction of the analysis completed by the Waimakariri Council that draws out the differences between on-site infrastructure and IaaS.

On-site	IaaS
Less reliant on data links	Relies on data links
Data on-site	Data off-site
Choose own server software and hardware	Consumption based – strong internal controls and contract management required
Physical control over own server	
Capital cost	OpEx cost – more transparent
On-going cost of running local server room and DR server room (UPS, generators, power)	No need to buy generators, UPS etc. Generator can be phased out.
Locked into 'point in time' solution, plus need to buy and keep hardware spares, pay for hardware warranties	'Evergreen' environment – ongoing upgrades
Ongoing high-level, specialised IT staff required – relying on 1 person, plus ongoing cost keeping skills up to date	Team of specialised skilled staff (this is where highly specialised IT staff have moved too)
No 24/7 support (Mon-Fr 8-5)	24x7 support
New server: lead-time to buy and provision – minimum 3 weeks	New server: rapid provisioning, same day
Additional storage could take up to 4 months	Same day
DR site (Kaiapoi?) would need extra connectivity (fibre) for data replication (or replication would impact speed in RSC)	DR built in – connectivity to DR site included in IaaS
Buy storage in bulk block, e.g. 20TB Add 20TB disk but you only use 10TB – you pay for 20TB Add 20TB disk – you can effectively only use 10TB due to RAID (data redundancy)	Buy storage in small block – only pay for what you use You just add 10TB and pay for 10TB Add 20TB, you get 20TB
DR testing – extra costs (e.g. Spark)	DR testing and documentation included

## **Benefits of All of Government IaaS Offerings**

- 19 Central government has a programme of negotiating contracts with suppliers of a wide range of goods and services. These All of Government (AoG) contracts are available to local government to subscribe to without going out to tender, and councils currently use various AoG contracts such as PC purchases, mobile voice and data, travel booking, and vehicle leasing. The AoG contracts have very high service obligations and financial penalty rebates ensuring high quality performance by the providers. The costs of AoG contracts also decrease with increased agencies take up.
- 20 IaaS refers to the outsourcing of equipment such as server computers and computer disk storage to specialist providers. These providers operate on a large scale using pooled server and storage resources, providing readily scalable services. The providers operate sophisticated facilities with onsite staff monitoring system performance around the clock.
- 21 There is a number of central and local government agencies that have moved to IaaS, and locally Environment Canterbury and Waimakariri District Council have moved all of their server infrastructure to IaaS. IaaS is a vendor hosted and managed solution that allows agencies to buy their ICT infrastructure on demand. Buying on demand allows agencies to only pay for what they need, when they need it without the burden of owning and maintaining their own infrastructure.
- 22 One of the directives from the Government Chief Information Officer (Department of Internal Affairs) is for government organisations to focus on ICT Common Capabilities, which means that investment in information and technology must be integrated, leveraging common capabilities to deliver effective and efficient public services (shared services). IaaS will assist with this.
- 23 IaaS is mandated for all public service and non-public service departments as well as ACC, EQC, HNZC, NZTA, NZTE, NZQA, TEC and the 20 DHBs. Other agencies can opt in at any time.

## **Benefits of a collaborative approach to IaaS**

- 24 Spark proactively approached the Chief Executives Forum in 2016 because they saw the efficiency benefits for them of local government dealing as one with the private sector. Similar administrative and transactional benefits are also true for local government in dealing with a single private sector organisation. This includes pooling of the collective knowledge, skills and experience held by each council towards the greater benefit of all councils.
- 25 By working together councils can also realise financial benefits by dealing as one with the private sector on areas of common interest. Scale efficiencies such as those achieved through group procurement of aerial imagery could be one such benefit.
- 26 The challenge in realising these benefits will be the ability of councils to be responsive to the opportunities. The benefits of IaaS and working together could be undone if councils specify too much variation and complexity in their requirements in order to satisfy individual council wants.
- 27 This is a barrier identified early in the Canterbury Health Alliance experience and was managed through a partnering agreement from the outset that recognised the need for each participant to remain flexible and take a long-term view of the respective costs shouldered and benefits enjoyed by each member of the Alliance over time.

## **Chief Information Officer views**

28 Chief Information Officers have been involved in the development of this advice. Finance Managers are aware of this ongoing work.

## **Next steps**

29 If the CEF agrees there is merit in continuing to work together to progress IaaS, then the Technology Working Group recommends that it be tasked with identifying the opportunities that could be realised, and for each how these might be procured, over what timeframe, and at what cost. They may be presented individually or as part of a programme or programmes of work, with a view to achieving best value for money.

## Regional forum meeting schedule 2018

**DRAFT, October 2017**

Date	Time	Forum	Venue
<b>First cycle</b>			
Friday 26 January	10:00–15:00	Planning Managers Group	Lincoln Events Centre
Monday 29 January	10:00–12:00 12:30–14:30	Corporate Forum Operations Forum	Selwyn District Council Selwyn District Council
Friday 2 February	12:30–14:30	Policy Forum	Selwyn District Council
<i>Tuesday 6 February</i>		<i>Waitangi Day</i>	
Friday 9 February	9:00–12:00	Greater Christchurch Partnership	Environment Canterbury
Monday 12 February	9:00–12:00	Chief Executives Forum	Selwyn District Council
<i>Thursday 15 – Friday 16 February</i>		<i>SOLGM's JLT Risk Management Forum</i>	
Thursday 22 February	15:00–17:30 18:30–21:00	CREDS workshop Mayoral Forum working dinner	tbc Commodore Airport Hotel
Friday 23 February	9:00–12:00 13:00–14:30 14:30–16:00	Mayoral Forum Civil Defence and Emergency Management Joint Committee Regional Transport Committee	Commodore Airport Hotel Commodore Airport Hotel Commodore Airport Hotel
<b>Second cycle</b>			
Friday 9 March	9:00–12:00 10:00–15:00	Greater Christchurch Partnership Group Planning Managers Group	Environment Canterbury Lincoln Events Centre
Monday 12 March	10:00–12:00 12:30–14:30	Corporate Forum Operations Forum	Selwyn District Council Selwyn District Council
Friday 23 March	tbc	Regional Transport Committee	Environment Canterbury
<i>Friday 30 March – Monday 2 April</i>		<i>Easter</i>	

Date	Time	Forum	Venue
Friday 6 April	12:30–14:30	Policy Forum	Selwyn District Council
<i>Thursday 12 April</i>		<i>SOLGM Chief Executives Forum SOLGM Gala Dinner and Marketplace</i>	
Friday 13 April	9:00–12:00	Greater Christchurch Partnership Group	Environment Canterbury
<i>Wednesday 25 April</i>		<i>ANZAC Day</i>	
Monday 30 April	9:00–12:00	Chief Executives Forum	Selwyn District Council
Friday 11 May	9:00–12:00	Greater Christchurch Partnership Group	Environment Canterbury
Thursday 24 May	15:00–17:00 18:30–21:00	Regional Transport Committee Mayoral Forum working dinner	Environment Canterbury Commodore Airport Hotel
Friday 25 May	9:00–12:00 13:00–14:30	Canterbury Mayoral Forum Civil Defence and Emergency Management Joint Committee	Commodore Airport Hotel Commodore Airport Hotel
<i>Monday 4 June</i>		<i>Queen's Birthday observed</i>	
Friday 8 June	9:00–12:00	Greater Christchurch Partnership Group	Environment Canterbury
<b>Third cycle</b>			
Friday 6 July	10:00–15:00	Planning Managers Group	Lincoln Events Centre
Friday 13 July	9:00–12:00 10:00–12:00 12:30–14:30	Greater Christchurch Partnership Group Corporate Forum Operations Forum	Environment Canterbury Selwyn District Council Selwyn District Council
Friday 20 July	12:30–14:30	Policy Forum	Selwyn District Council
<i>22–24 July (tbc)</i>		<i>LGNZ Conference</i>	
Monday 6 August	9:00–12:00	Chief Executives Forum	Selwyn District Council
Friday 10 August	9:00–12:00	Greater Christchurch Partnership Group	Environment Canterbury
Thursday 30 August	15:00–17:30 18:30–21:00	CREDS workshop Mayoral Forum working dinner	tbc Commodore Airport Hotel

Date	Time	Forum	Venue
Friday 31 August	9:00–12:00	Mayoral Forum	Commodore Airport Hotel
	13:00–14:30	Civil Defence and Emergency Management Joint Committee	Commodore Airport Hotel
	14:30–16:00	Regional Transport Committee	Commodore Airport Hotel
<b>Fourth cycle</b>			
Friday 14 September	9:00–12:00	Greater Christchurch Partnership Group	Environment Canterbury
Friday 21 September	10:00–15:00	Planning Managers Group	Lincoln Events Centre
Friday 5 October	10:00–12:00	Corporate Forum	Selwyn District Council
	12:30–14:30	Operations Forum	Selwyn District Council
Friday 12 October	9:00–12:00	Greater Christchurch Partnership Group	Environment Canterbury
<i>Monday 22 October</i>		<i>Labour Day</i>	
Friday 19 October	12:30–14:30	Policy Forum	Selwyn District Council
Monday 5 November	9:00–12:00	Chief Executives Forum	Selwyn District Council
Friday 9 November	9:00–12:00	Greater Christchurch Partnership Group	Environment Canterbury
<i>Friday 16 November</i>		<i>Canterbury Anniversary</i>	
Thursday 29 November	15:00–17:00	Regional Transport Committee	Environment Canterbury
	18:00–21:00	Mayoral Forum Dinner	Commodore Airport Hotel
Friday 30 November	9:00–12:00	Mayoral Forum	Commodore Airport Hotel
	13:00–14:30	Civil Defence and Emergency Management Joint Committee	Commodore Airport Hotel
Friday 14 December	9:00–12:00	Greater Christchurch Partnership Group	Environment Canterbury

# Agenda

## Canterbury Mayoral Forum

*There is a working dinner on Thursday 30 November at the Commodore Airport Hotel. (Meet in the bar from 6:00 pm; dinner from 6:30–9:00 pm.) The working dinner will focus on:*

- *a presentation by Mayor Lianne – and opportunities with the new Government*
- *the year in review*
- *reports from CREDS lead Mayors on developments in each work programme, and priorities for 2018.*

**Date:** Friday 1 December 2017

**Time:** 9.00 am to 12.00 noon

**Venue:** Commodore Airport Hotel, 449 Memorial Avenue, Christchurch

**Attendees:** **Mayors/Chair:** Lianne Dalziel (Chair), Damon Odey (Deputy Chair), Winston Gray, David Ayers, Sam Broughton, Donna Favel, Graham Smith, Craig Rowley, Steve Lowndes

**Chief Executives:** Angela Oosthuizen, Jim Palmer, Dr Karleen Edwards, David Ward, Andrew Dalziel, Bede Carran, Suzette van Aswegen, Stuart Duncan, Fergus Power, Bill Bayfield

**In attendance:** Dr Therese Arseneau and Joanna Norris, ChristchurchNZ (item 4)  
Cr Claire McKay and Caroline Hart (item 6)

**Secretariat:** David Bromell, Warren Gilbertson, David Perenara-O'Connell, Louise McDonald (minutes)

**Apologies:** Winton Dalley and Hamish Dobbie (Hurunui), Gary Kircher (Waitaki)

Time	Item	Person
9:00	1. Welcome, introductions and apologies	Chair
	2. Confirmation of Agenda	
	3. Minutes from the previous meeting	
	a. Confirmation of Minutes, 25 August 2017	
	b. Action points	
9:10	4. ChristchurchNZ – directions, priorities and discussion with the Chair and new Chief Executive	Dr Therese Arseneau Joanna Norris
9:35	5. Implications of the new Government for Canterbury – and engaging with Ministers	Chair
10:50	<i>Morning tea</i>	
11:05	6. Canterbury Water Management Strategy quarterly update	Claire McKay Caroline Hart
11:20	7. CREDS funding update	David Bromell
11:25	8. Environment Canterbury community outcomes, 2018–28	Bill Bayfield
11:30	9. Proposed Canterbury Multi-Use Arena – verbal	Chair
11:35	10. Church Property Trustees request for support for Lotteries application for Christ Church Cathedral reinstatement	Craig Rowley
11:40	11. Chief Executives Forum report	Jim Palmer
	a. 3-year work programme, 2017–19	
11:45	12. Schedule of meetings 2018	
11:50	13. General business	Chair
	a.	
12:00	<i>Lunch – followed by:</i>	
	12:30 pm <i>CDEM</i>	
	2:30 pm <i>Regional Transport Committee</i>	

**Next meeting:** Friday 2 March 2018 (tbc – agenda item 12)