

Agenda

Chief Executives Forum

Date:	Friday 3 February 2017
Time:	12:30–3:30pm
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), Wayne Barnett (Mackenzie), Stuart Duncan (Waimate), Bede Carran (Timaru)
In attendance:	Stefanie Rixecker, (Environment Canterbury) Secretariat: David Bromell, Anna Puentener, Bernadette Sanders (Minutes)
Apologies:	Michael Ross (Waitaki), David Perenara-O'Connell (Environment Canterbury)

<i>(approx.)</i>	Item	Person
12:30pm	1. Welcome, attendance and apologies	Chair
	2. Confirmation of Agenda	Chair
	3. Minutes from the previous meeting	Chair
	a. Confirmation of meeting Minutes, 31 October 2016	
	b. Action points	
	For decision/discussion	
12:40pm	4. Update on earthquake recovery – Hurunui and Kaikōura (verbal)	
1:10pm	5. Canterbury Mayoral Forum (verbal)	Chair
	6.1 Reflection on Mayoral Forum 27 January 2017	
	6.2 Triennial agreement	
	6.3 Three-year work programme	
	6.4 CREDS refresh	
	6.5 Case for Canterbury	
1:40pm	6. Health and Safety Advisors Group	David Ward
1:55pm	7. Working together for Canterbury	Bill Bayfield
2:05pm	8. Regional working groups review	Bill Bayfield
2:20pm	Short break	
	For information	
2:30pm	9. Canterbury Drinking Water Reference Group: progress report	Bill Bayfield
2:40pm	10. Rating and Valuation Services: project update (verbal)	David Ward
2:50pm	11. Three Waters Regional Strategic Assessment update (verbal)	Hamish Dobbie
3:00pm	12. Canterbury Policy Forum report	Bill Bayfield
	General business	
3:10pm	13. Any items of general business	Chair
	14. Next meeting: Monday 8 May 2017	Chair

Chief Executives Forum

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

The meeting commenced at 9.07am

1. Welcome, attendance and apologies

Jim Palmer welcomed all attendees to today's Forum. Apologies were noted.

2. Confirmation of Agenda

There were no additions or amendments to the Agenda as previously circulated.

Canterbury Mayoral Forum website

David Bromell provided a brief overview of the new Canterbury Mayoral Forum website, the main purpose of which is to act as a document repository for the Forums and Canterbury Regional Economic Development Strategy (CREDS), including meeting agendas and confirmed minutes.

3. Minutes from the previous meeting

a. Confirmation of meeting Minutes, 29 August 2016

The Minutes from the meeting held 29 August 2016 were accepted as a true and accurate record.

Hamish Dobbie/Jim Palmer
Carried

b. Action points

The action schedule was reviewed, and amended as necessary.

Bill Bayfield noted that Andrew Crisp (recently appointed Chief Executive, LINZ) and Lou Sanson (Chief Executive, DoC) will be visiting Canterbury in December 2016; Bill will co-ordinate a meeting with Andrew, Lou and ADC regarding the vegetation clearance issue.

4. Briefing to incoming Mayors/Chair

Jim Palmer spoke to the item. Following today's Forum, the agenda for the first meeting of the Canterbury Mayoral Forum (CMF) and the Briefing to incoming Mayors/Chair will be forwarded to the Canterbury Mayors; an informal introductory dinner will be held the evening prior to the first CMF.

The Briefing was reviewed and amendments noted.

The Three-Year Work Programme was reviewed and amendments noted. Of note:

- Item 5 “Strategic assessment” was discussed, including the timing of the delivery of assessments for Three Waters (due July 2017) and Transport (due tbc), and how the timing of these reports may affect Section 17a reviews.
- Central government interest in the transport space for Christchurch/Greater Christchurch/Canterbury requires a watching brief.
- It was noted that, following the CMF, Civil Defence and Regional Transport Committee meetings will take place in the afternoon.
- A brief discussion took place on a central government investigation of best practice in building control and regulatory co-ordination, and potential centralised processes and database (item 14). The assistance provided by MBIE to mainly North Island councils was noted. Chief Executives are interested to receive a synopsis, in 2017, of what is happening in this space.
- A brief discussion took place relating to clarification required for engineering managers on item 13 “Engineering services and common standards”. This relates to an engineering code of practice and whether there is consistency among the councils, principally for sub-divisions, also sharing of knowledge, systems and resources.
- ‘Software as a service’ to be considered for future review, noting the potential to look wider at what other suppliers can provide once the ‘infrastructure as a service’ investigation with Spark//CCL/Revera is complete, also the IT alignment in relation to the Rating and Valuation Services project.

AP: Secretariat to contact MBIE to discuss what is happening in the area of building control and regulatory co-ordination in Canterbury

a. Canterbury Mayoral Forum draft agenda

The draft agenda was reviewed and amendments noted.

Resolved

The Chief Executives Forum:

1. approved the Briefing to incoming Mayors/Chair
2. subject to amendments, confirmed the draft three-year work programme.

Jim Palmer/Andrew Dalziel

Carried

b. Canterbury Water Management Strategy update

Don Chittock spoke to the CMF paper on the Canterbury Water Management Strategy (CWMS), tabled at today’s Forum. The paper provided updates relating to infrastructure, CWMS zone and regional committees, regional planning and ZIP delivery.

Don advised that a letter requesting confirmation of CWMS zone committee representatives will be received soon by each council, with responses required by the end of November 2016. Environment Canterbury (ECan) representatives will be advised post 10 November 2016; it was confirmed that there will be one ECan representative per zone committee. A visit to TAs to discuss CWMS and other CMF updates will be planned for early 2017.

Jim Palmer thanked Don Chittock for presenting the CWMS update.

Don Chittock left the meeting at 9.55am.

5. Working together for Canterbury

Bill Bayfield opened the agenda item by extending his appreciation to the Collaboration Working Group of Andrew Dalziel, Hamish Dobbie, Teresa Wooding, Wayne Barnett and David Bromell for their assistance to date, looking at how issues for collaboration are prioritised, how projects are selected and how costs are allocated. Today was an opportunity for feedback from Chief Executives.

A discussion on budgets and funding took place, including the benefit of individual council submissions in agreement of the Regional Council increasing its 'collaboration through regional forums' budget.

It was noted that a guideline for councils to allocate a contingency sum would be useful going into annual planning in 2017, including external work such as the Three Waters and Transport strategic assessments.

It was noted that there is potentially some tension between principles 5.3 and 5.4, and Section 10 of the LGA regarding benefit for households and businesses in individual TAs vs across the region.

Resolved

The Chief Executives Forum:

1. considered and provided feedback on the draft report
2. referred the draft report to the Canterbury Policy Forum scheduled for 2 December 2016 for discussion and feedback to the Chief Executives Forum scheduled for 30 January 2017.

Bill Bayfield/Andrew Dalziel
Carried

The Forum broke at 10.15am for morning tea and reconvened at 10.34am

6. Overview of regional forums and technical working groups

Bill Bayfield spoke to the agenda item. The overview of regional forums and technical working groups was developed following his request. A lack of consistency in terms of reference, leadership and reporting lines was noted. Gaps in certain areas were also noted, as well as potential opportunities for alignment to other groups not included in this report.

After a brief discussion, it was agreed that a sub-group of Bill Bayfield, Hamish Dobbie and Karleen Edwards be formed to work with the Secretariat to review the groups operating within the region, identify gaps and look for potential alignments to 'join the dots'.

Bill noted that a recent Regional Sector Group study identified around 40 special interest groups (SIGs) that reported through to regional CEOs. These groups are now developing half-page business plans, terms of reference and simple annual reports. This may be a useful model for this piece of work.

AP: A sub-group of Bill Bayfield, Hamish Dobbie and Karleen Edwards to be formed to work with the Secretariat to review local government working groups operating within the region, identify gaps and look for potential alignments.

Resolved

The Chief Executives Forum:

1. noted the overview of regional forums and working groups in Appendix A
2. noted key current and future activities and risks where identified

3. provided guidance as to the value of the content of the report and any changes or additions that would increase its value to the Chief Executives Forum
4. agreed to the formation of a sub-group of Bill Bayfield, Hamish Dobbie and Karleen Edwards to review the current groups and their alignment.

*Bill Bayfield/David Ward
Carried*

7. Technology Working Group: Terms of Reference and progress report

Hamish Dobbie spoke to the agenda item, noting that he has met with a number of representatives across the region to firm up the group's terms of reference and is working on organising the group's next meeting which will include a presentation from Spark/CCL/Revera.

Waimakariri District Council has identified Revera as their preferred technology supplier; the Council's status in the Working Group was requested to change from 'observer' to 'ordinary'. Christchurch City Council will also now be included in the Working Group.

It was noted that the work of the Technology Working Group will identify opportunities, as well as areas of risk to the region, and there is potential to look at software as a service once exploration into infrastructure as a service is complete.

Cyber crime was briefly discussed, including a suggestion for all councils to research whether they have sufficient insurance cover to cover this growing risk, especially when off-site software platforms are utilised.

AP: Chief Executives to investigate whether their councils have sufficient insurance cover in terms of cyber crime

Resolved

The Chief Executives Forum:

1. noted the establishment of the Technology Working Group
2. agreed to the proposed terms of reference
3. noted the proposed next steps.

*Hamish Dobbie/Jim Palmer
Carried*

8. Canterbury Drinking Water Reference Group

Bill Bayfield spoke to the agenda item, noting that the group has met twice and is making good progress.

The Reference Group will review district contingency plans and provide a heads-up to areas of drinking water supply vulnerability around the region. Bill extended the assistance of ECan to all councils where requested. Collaboration with the District Health Boards was noted. The Reference Group's findings are not intended to be an overarching report on drinking water for Canterbury.

The Group will provide a progress report to Chief Executives on 30 January 2017 and a final report to CMF in February 2017.

Resolved

The Chief Executives Forum:

1. noted the formation and membership of the Canterbury Drinking Water Reference Group
2. agreed the draft terms of reference, including reporting dates to the Chief Executives and Mayoral Forums
3. noted discussions points raised and identified to date
4. noted that a review of current contingency planning is underway and a cross-organisational contingency plan will be proposed no later than 24 February 2017.

Bill Bayfield/Hamish Dobbie
Carried

9. Case for change: Three Waters Regional Strategic Assessment

Hamish Dobbie spoke to the agenda item. The Canterbury Engineering Managers Group has endorsed the programme charter and is working to develop a problem statement. Given the priority of this key CMF project, all Chief Executives were asked to reinforce the importance of this project to respective council staff to ensure adequate resourcing for delivery within agreed timeframes.

AP: All Chief Executives to reinforce the importance of this priority Canterbury Mayoral Forum project to key council staff, to ensure adequate resourcing for delivery within agreed timeframes

Resolved

The Chief Executives Forum:

1. received the update
2. endorsed the approach and findings to date
3. approved the project charter.

Hamish Dobbie/David Ward
Carried

10. Rating and valuation services: Project update

David Ward spoke to the agenda item, providing an update on the Management Group's meeting held 30 September 2016, that covered risk (particularly around personnel and knowledge base in the wider Canterbury area) and the strong reliance on IT solutions and the impact of statutory compliance, and agreement to proceed to establish (in all possible cases) a central database for legal advice, look at an assessment of existing knowledge and succession planning, and training needs.

Agreement was reached to schedule a rating officers' forum before the end of the calendar year, to address the region's risk base, look to establish a resource support network and consider succession planning and career paths for rating officers. All Chief Executives will be copied into communications with regards the rating officers' forum.

A suggestion was made for the Management Group to be in contact with Glenn Snelgrove, known to some Chief Executives, who may be able to provide useful data out of the UK.

Resolved

The Chief Executives Forum:

1. noted progress, agreements and next steps of the Rating and Valuation Services project.

David Ward/Michael Ross
Carried

Jim Palmer thanked David Ward for his leadership on this project.

11. Regional Stormwater Forum

Jim Palmer spoke to the agenda item, providing an update on the positive progress of the Canterbury Regional Stormwater Forum, including positive engagement with Te Rūnanga o Ngāi Tahu and Mahaanui Kurataiao.

Challenges were identified in the areas of urban water and improved performance, understanding and working through the implementation of the Land and Water Regional Plan, continuing to identify best practice gaps and support systems, and getting broader community and industry support for behaviour change and attitudes across the region.

Funding for the group has been, to date, from the larger contributing councils, with contributions for the Forum received from Christchurch City Council, ECan, Selwyn District Council, Timaru District Council and Waimakariri District Council. It was proposed that an increased budget be approved to enable the work of the Stormwater Forum to continue.

Resolved

The Chief Executives Forum:

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

Jim Palmer/Bill Bayfield
Carried

12. Regional forum meeting schedule 2017

The proposed dates for Canterbury regional forums for 2017 were noted.

Potential date conflicts:

- Christchurch City Council: Council meets three Thursdays per month, including the last Thursday of every month
- Hurunui District Council: Council meets the third Thursday of every month.

Resolved

The Chief Executives Forum:

1. noted the proposed regional forum meeting dates for 2017.

Jim Palmer/Andrew Dalziel

13. LGNZ Excellence Programme invoices

Jim Palmer spoke to the agenda item. Following recent discussions, the Forum had written to LGNZ regarding the invoicing to individual councils for additional costs to the Excellence Programme; the response from LGNZ has been circulated. It was noted that it is now up to each council to determine whether or not it pays the invoice. It was noted that three councils have indicated to LGNZ their intention to not contribute.

14. Farewell to Peter Nixon

Jim Palmer, as Chair of the Chief Executives Forum, acknowledged the work, support and contribution provided by Peter Nixon to the Timaru District Council, and the Canterbury region and regional forums over the past four decades including, most recently, his support to the Digital Connectivity CREDS work stream.

15. General business

a. Otago Civil Defence structure

Michael Ross outlined the new Civil Defence structure, recently adopted by the Otago Regional Council (ORC), which will see the Regional Council hosting the organisation for the region, and related TLA staff transferring to the ORC from 1 November 2016. It is proposed that the ORC will consult with a view to the Regional Council funding the total Civil Defence function through their rating mechanisms.

The restructure will provide opportunities for work stream co-ordination and closer working relationships between the Regional Council and TLAs; each council will continue to operate their EOCs.

Support was voiced for Canterbury to look at this model, also existing in the North Island, in the future. It was noted that a paper on the new structure will be presented at CEG later today.

b. Local body election protocol

Michael Ross outlined an issue during this year's local body elections. The Otago Chief Executives Forum has agreed to send a communication to SOLGM outlining their concern at comments made by some mayoral candidates. Michael will keep the Canterbury Chief Executives updated.

AP: Michael Ross to update the Canterbury Chief Executives regarding any response from SOLGM relating to local body election protocols

16. Next meeting

Next meeting, 30 January 2017.

There being no further business, the meeting closed at 11.45am.

Action schedule

Chief Executives Forum

As at 3 February 2017. Items will be removed once complete.

Date	Subject	Actioned by	Deadline	Status
29.08.16	<i>Valuation and rating services</i> Establish a valuation and rating project management group to develop and lead a programme of work to further evaluate opportunities for shared services. Progress these.	David Ward/ Bede Carran	31 October 2016 3 February 2017	Reported to CEF. Progress report. Agenda item 10.
29.08.16	<i>Canterbury Policy Forum: Collaboration Working Group</i> Prepare a report for Chief Executives Forum	Bill Bayfield	31 October 2016 2 December 2016 3 February 2017	Draft report to CEF. Discussed at CPF. Agenda item 7.
15.02.16	<i>Case for Canterbury</i> Develop a business case to support funding applications for the Case for Canterbury.	Jim Palmer	TBC	Funding obtained from Regional Growth Programme. Interbrand contracted by ECan for CMF. Jim Palmer chairs working group. Interim report to CMF 27 January 2017; final report 23 February 2017.
15.02.16	<i>Virtual health and safety team</i> Develop Terms of Reference for Health and Safety Advisory Group	David Ward/H&S	30 January 2017	Agenda item 6.
04.04.16	Map free Wi-Fi and circulate	Secretariat	ASAP	In progress, together with mapping of broadband and cell access and independent testing of this (Connected Canterbury).
04.04.16 31.10.16	<i>Strategic assessment, Case for Change: Three Waters</i> <ul style="list-style-type: none"> Reinforce the importance of this priority Canterbury Mayoral Forum project to key council staff, to ensure adequate resourcing for delivery within agreed timeframes. Final investment logic map. Final strategic assessment endorsed by CEMG. Final report to CEF. 	CCC with councils All CEs	31 October 2016 ASAP December 2016 March 2017 April 2017	Reported to CEF 31 October 2016. Project update: Agenda item 11.
30.05.16	Canterbury Regional Stormwater Forum report back	Jim Palmer	November 2016 24 February 2017	Reported to CEF 31 October 2016. Report to CMF 24 February 2017.

Date	Subject	Actioned by	Deadline	Status
30.05.16	Develop additional economic indicators, e.g. water, for CREDS	Secretariat/CDC	December 2016	In progress.
29.08.16	<i>Canterbury Economic Development Co Ltd</i> Paper to CMF for decision	Bede Carran	24 February 2017	31.10: Directors have recommended to shareholders that CEDC be wound up. Recommendation to CMF in February 2017.
29.08.16	<i>Technology Working Group</i> <ul style="list-style-type: none"> • Outline the purpose of the Group and establish tasks and Terms of Reference • Chief Executives to investigate whether their councils have sufficient insurance cover in terms of cyber crime 	Hamish Dobbie All CEs	31 October 2016 ASAP	Reported to CEF.
29.08.16 31.10.16	<i>Regional collaborative groups</i> <ul style="list-style-type: none"> • Collate key information and actions from collaborative groups, noting reporting lines, and report back to CEF. • Form a sub-group of Bill Bayfield, Hamish Dobbie and Karleen Edwards to work with the Secretariat to review the groups operating within the region, identify gaps and look for potential alignments. 	Secretariat Bill Bayfield, Hamish Dobbie, Karleen Edwards, Secretariat	31 October 2016 3 February 2017	Complete. Agenda item 8.
29.08.16	<i>Vegetation clearance/LINZ</i> Co-ordinate a meeting between CEs of ECan, ADC, LINZ and DoC to discuss vegetation clearance.	Andrew Dalziel, Bill Bayfield	8 December 2016	31.10: Andrew reported no further progress with LINZ and will liaise with Bill regarding the scheduling of a CEO meeting.
31.10.16	<i>Three-year work programme</i> Contact MBIE to discuss what is happening in the area of building control and regulatory coordination in Canterbury	Secretariat	ASAP	In progress – relevant MBIE staff member currently seconded to earthquake recovery
31.10.16	<i>Local body election protocol</i> Update CEF regarding any response from SOLGM relating to local body election protocol.	Michael Ross	When available	

Chief Executives Forum

Item 6

Date: 3 February 2017

Presented by: David Ward

Health and Safety Advisors Group

Purpose

This paper presents draft Terms of Reference and a draft standing agenda for a new Health and Safety Advisors Group.

Recommendations

That the Chief Executives:

- 1 **agree** the draft Terms of Reference for a new Health and Safety Advisors Group
- 2 **endorse** the proposed standing agenda format for the operation of the Group
- 3 **nominate** a representative from each council for membership of the Group by Friday 24 February 2017.

Background

- 1 On 29 August 2016, Chief Executives agreed to reconstitute the 'virtual' health and safety team into a technical working group reporting to the Chief Executives Forum. They requested the current virtual team to develop terms of reference for the group and an outline of what the group would look like.
- 2 The 'virtual' health and safety team met twice in late 2016 to progress this work, and developed a draft Terms of Reference (Appendix A).
- 3 The team explored how the new Group could most effectively achieve its goal to work together to improve provision of health and safety advice across Canterbury councils and produced a standing agenda (Appendix B).
- 4 Draft documents were circulated to councils in January 2017 for feedback, which has been incorporated into the attached documents.

Terms of Reference and standing agenda documents

- 5 The draft Terms of Reference for the Health and Safety Advisors Group are attached in Appendix A.
- 6 The proposed standing agenda, which shows the content and format of advisors group meetings, is attached in Appendix B.

Appendix A

DRAFT Terms of Reference

Canterbury Health and Safety Advisors Group

As agreed by Chief Executives xx

Background and purpose

- 1 The Chief Executives Forum of 29 August 2016 requested the formation of a Canterbury Health and Safety Advisors Group (CHSAG). The Group is an evolution of the 'virtual health and safety team' which had been operating since 2015 to collaborate on health and safety matters.
- 2 The purpose of the CHSAG is to share ideas and wherever possible work together to improve provision of health and safety advice across Canterbury councils *to assist them to achieve improved health and safety outcomes.*

Scope

- 3 Matters subject to the CHSAG consideration will cover the legislative and regulatory health and safety responsibilities of the Canterbury councils and their workplaces.
- 4 CHSAG may also make recommendations to the Chief Executives Forum about where participating councils could collaborate and work towards shared service solutions to achieve improved health and safety outcomes for all Group members.

Membership and operation of the Group

- 5 All Health and Safety Advisors (or their equivalent) from all Canterbury councils are invited to participate in the CHSAG. Participating councils should nominate at least one staff member to attend meetings.
- 6 The CHSAG members should meet in person quarterly.
- 7 The CHSAG should also maintain regular electronic exchanges to consider issues, monitor progress and to exchange ideas, policy positions and opportunities to work together.
- 8 The CHSAG may allocate an issue(s) to a sub-group(s) of the CHSAG, which may include other council staff, or another appropriate collaborative grouping among councils, to consider and develop a response(s). Sub-groups should periodically update the CHSAG.
- 9 It is acknowledged that not all councils will be able to, or need to, contribute resources to considering every issue, but it is expected that every participating council will ensure its representative is available to participate in each CHSAG meeting.
- 10 The CHSAG will appoint a chair from its membership. The appointment will last for two years. The Chair is eligible for reappointment.

- 11 The Chair's council will provide secretariat support, although alternative arrangements can be considered. The CHSAG members will provide peer support.
- 12 Any costs associated with the operation of the CHSAG and any joint activities will be shared on a fair and equitable basis.

Decision making and representation

- 13 The CHSAG will seek to make recommendations by consensus. Issues can be forwarded to the Chief Executives Forum if consensus cannot be reached on significant issues.
- 14 The Chair of the CHSAG will provide a brief activity report to the Chief Executives Forum quarterly.
- 15 From time to time, the CHSAG member(s) may be required to present findings and submissions to the Chief Executives Forum.
- 16 If a member is unable to attend scheduled meetings, they should select a delegate to attend in their absence.

Changes to the Terms of Reference

- 17 The CHSAG may recommend changes to the Terms of Reference to the Chief Executive Forum.

Standing Agenda

Canterbury Health & Safety Advisors Group

Date	<ul style="list-style-type: none"> Quarterly – First Monday of every third month, starting March 6th, 2017 	
Time	<ul style="list-style-type: none"> 10:30am – 2:30pm 	
Venue	<ul style="list-style-type: none"> TBC 	
Attendees	<ul style="list-style-type: none"> <input type="checkbox"/> Environment Canterbury <input type="checkbox"/> Hurunui District Council <input type="checkbox"/> Selwyn District Council <input type="checkbox"/> Ashburton District Council <input type="checkbox"/> Mackenzie District Council <input type="checkbox"/> Waitaki District Council 	<ul style="list-style-type: none"> <input type="checkbox"/> Kaikoura District Council <input type="checkbox"/> Waimakariri District Council <input type="checkbox"/> Christchurch City Council <input type="checkbox"/> Timaru District Council <input type="checkbox"/> Waimate District Council
Chairperson	<ul style="list-style-type: none"> TBC 	
Secretary	<ul style="list-style-type: none"> TBC 	

Time	Item	Person Actions for next meeting
10:30am	Opening of meeting - Attendance - Apologies	
10:35am	Round Table – update from each Council / Authority (5 minutes each)	
11:15am	What's Hot – burning issues common to all from the round table update	
11:45am	Portfolio Updates	
12:15pm	Pause for Lunch	
12:45pm	Portfolio Updates continue	
1:15pm	Presentation – Guest Speaker / Subject Matter Expert	
1:45pm	General Business - CHSAG Administration - Other	

Portfolios

- Portfolios are aligned to regulations created under HSWA or relevant to it
- A portfolio lead is assigned by consensus of the Advisors Group.
- The portfolio lead is expected to stay abreast of developments within the portfolio and keep the Advisors Group informed on pertinent matters

• Regulation	• Person Assigned to
• Adventurous Activities	•
• Asbestos	•
• Amusement Devices	•
• Fencing (Act) & Fencing of Swimming Pools (Act)	•
• General Risk & Workplace Management	•
• HSNO (Act)	•
• Machinery (Act)	•
• Major Hazard Facilities	• (Limited relevance)
• Mining Operations & Quarrying	• (Limited to Quarrying)
• Petroleum Exploration & Extraction	• (Limited relevance)
• Pipelines	•
• Pressure Equipment, Cranes & Passenger Ropeways	•
• Spray Coating	•
• Worker Engagement, Participation & Representation	•

Chief Executives Forum

Item 7

Date: 3 February 2017

Presented by: Bill Bayfield (Chair)

Working together for Canterbury

Purpose

Following discussion at the Canterbury Policy Forum on 2 December 2016, this report provides for confirmation of:

- principles to guide decision-making about working together
- criteria for prioritising further collaboration
- a decision framework for working together
- policy and process for joint advocacy (correspondence and submissions)
- a record of existing funding commitments, as at November 2016
- a range of current and potential formulae for sharing the costs of agreed joint work programmes.

Recommendations

That the Chief Executives Forum:

- 1 **affirm** the principles that Canterbury councils work together:
 - 1.1. to advocate for the interests of the region, its city and districts
 - 1.2. to keep decision-making closely connected to local communities
 - 1.3. when it is more cost-effective to do so
 - 1.4. as an investment in jointly desired, long-term outcomes.
- 2 **affirm** criteria for working together, as previously agreed by the Chief Executives Forum in May 2016 (Appendix 2)
- 3 **agree** to apply the decision framework (Appendix 3) to proposals for significant joint projects
- 4 **approve** the policy and process for joint advocacy (Appendix 4)
- 5 **note** the record of existing funding commitments (Appendix 5)
- 6 **note** that there is a range of current and potential formulae that can be applied to sharing the costs of agreed joint work programmes
- 7 **agree** that the cost allocation model to be applied in any particular case be agreed, in advance, by the parties.

That all member councils:

- 8 **note** expenditure currently committed
- 9 **consider** including a small contingency fund for regional collaboration in Annual Plans for 2017/18.

Background

- 1 On 29 August 2016, the Chief Executives Forum commissioned a piece of work prompted by concerns that have surfaced at the Chief Executives and Canterbury Policy Forums to:
 - be clear about what we decide to collaborate on, why, when, how, with whom and who pays
 - plan ahead and avoid having to 'pass the hat around' for costs that we have not budgeted or consulted on in our annual and long-term plans
 - identify and agree an explicit methodology for cost allocation
 - assess the cost-effectiveness of working together pre- and post-project.
- 2 I convened a working group, that has since met, and asked the Secretariat to pull together the resources appended to this report as a basis for further discussion. I provided a draft report to the Chief Executives Forum on 31 October 2016. Chief Executives referred this report to the Canterbury Policy Forum for further discussion and feedback to the Chief Executives Forum.

Feedback from the Canterbury Policy Forum

- 3 Discussion at the Canterbury Policy Forum on 2 December 2016:
 - refined Appendix 4 (policy and process for joint submissions)
 - concluded that there is no single cost allocation formula that will work for all projects; rather, agreement is to be reached by member councils before the commencement of any project, with a recommended project cost allocation to be proposed by the council(s) leading the project
 - noted that there may be additional existing funding commitments to record in Appendix 5 (member councils to advise these to the Secretariat)
 - affirmed Recommendation 9 above – that member councils consider including a small contingency fund for regional collaboration in Annual Plans for 2017/18.

Collaboration Working Group report

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

Appendix 1: Report of the Collaboration Working Group

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

Purpose/terms of reference

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

Principles to guide decision-making about working together

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

- 7 Principles 5.3 and 5.4 are held in tension.
- Sometimes we choose to work together because we are playing a long game and investing in desired outcomes, even though it may not be more cost-effective in the short term.
 - Sometimes working together may not deliver services that are most cost effective for households and businesses within a single district but, taken together, there is a net sum benefit for households and businesses across the region as a whole.
- 8 Principle 5.4 implies shifting focus from ‘collaborating to save money’ to ‘collaborating to add long-term public value’.
- 9 The Chief Executives Forum noted on 31 October 2016 that these principles need to be interpreted and applied in relation to Section 10 of the Local Government Act 2002:
1. The purpose of local government is—
 - (a) to enable democratic local decision-making and action by, and on behalf of, communities; and
 - (b) to meet the current and future needs of communities for good-quality local infrastructure, local public services, and performance of regulatory functions in a way that is most cost-effective for households and businesses.
 2. In this Act, good-quality, in relation to local infrastructure, local public services, and performance of regulatory functions, means infrastructure, services, and performance that are—
 - (a) efficient; and
 - (b) effective; and
 - (c) appropriate to present and anticipated future circumstances.

Criteria for prioritising further collaboration

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

A decision framework for working together

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

One strong voice for Canterbury

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

Sharing the costs

- 14 Working together involves costs and risks, as well as benefits. We need to make both costs and benefits visible.

- 15 **Appendix 5** documents current funding commitments for collaborative initiatives.
- 16 **Appendix 6** provides formulae that Canterbury councils currently use or could use to allocate the costs of joint initiatives. It is unlikely that a single allocation formula can be developed and agreed that will be fit for every purpose.
- 17 **Appendix 7** is the Supplementary Agreement (October 2015) to the Memorandum of Understanding on roading matters between the Ashburton, Timaru, Waimate and Mackenzie District Councils. This provides an example of how we might:
 - capture and assess scale-related savings
 - compensate a council via a transfer payment when a group tender produces the most favourable price for a combination of contracts (lowest overall price) but an individual tender (or another group tender) is most favourable for an individual council.
- 18 This report recommends that all member councils note expenditure currently committed and consider including a small contingency fund for regional collaboration in Annual Plans for 2017/18.

Appendix 2: Criteria for working together

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

1. Likely nature and size of projected impact (extent of savings, reduction in duplication, better value for money, better use of resources/time savings, potential to address issues and interests, better advocacy and promotion, potential for shared knowledge).

minor impact			moderate impact			significant impact	
1	2	3	4	5	6	7	8

2. Extent of the cost and resourcing required to investigate and implement the opportunity.

significant investment			moderate investment			minor investment	
1	2	3	4	5	6	7	8

3. Extent of contribution to the priorities established in the CREDS.

no direct connection to a work stream			some connection			supports a work stream	
1	2	3	4	5	6	7	8

4. Extent to which risks will be managed more effectively (for example, increasing capability and/or capacity to do so).

minor improvement			moderate improvement			significant improvement	
1	2	3	4	5	6	7	8

5. Extent to which there will be greater capacity to further regional interests.

minor improvement			moderate improvement			significant improvement	
1	2	3	4	5	6	7	8

6. Extent to which collaborating and being seen to collaborate may secure other advantages.

minor improvement			moderate improvement			significant improvement	
1	2	3	4	5	6	7	8

Appendix 3: Decision framework

Step 1: Define the problem/risk/opportunity

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

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

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

Step 3: Define the value proposition

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

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

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

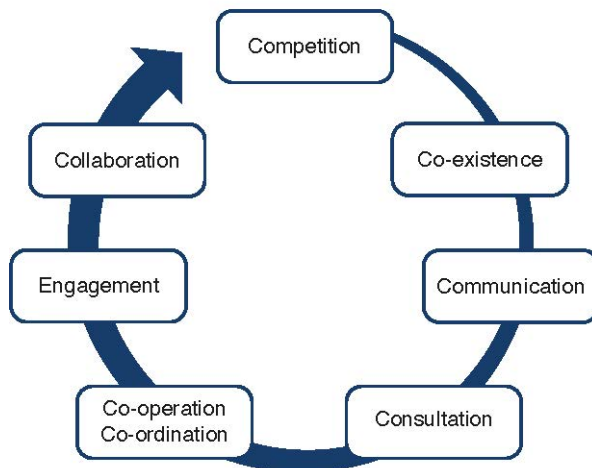
Step 5: Assess the case for change and readiness for collaboration

- What is the current state – and 'baseline' for monitoring and evaluation – against which we can assess cost-effectiveness?
 - Where are we now, and what evidence supports this assessment?
 - Who's currently doing what, where, how – and what works?
 - Is the problem (cause or symptom)/risk/opportunity as we think it is?
 - What are the current costs and benefits, and how are these distributed?
 - How will we know whether we have achieved better results?
- Determine scale and scope – does it require:
 - more of the same, only better (continuous improvement), or
 - disruptive innovation – and what might be the 'game changer'?
- Analyse the business case for change:
 - What are the benefits less the costs, over what time period, using what discount rate?

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

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

- Who will benefit/pay, and how?
- What can we project about the distribution of costs and benefits now and in the future, and is this fair?
- Where are we now on the Competition –Collaboration Continuum,³ and could we get the same or better results if we moved to somewhere else on the continuum?



- Are we ready to collaborate on this issue? – use the Collaboration Checklist⁴

Collaborate when:
<ul style="list-style-type: none"> • we cannot achieve what we want to on our own • the problem we want to address is complex • others can add significant value to help us achieve our goals • we are willing to help others achieve some of their goals • we are willing to share power, decision making and accountability for shared outcomes • we are committed to a long-term approach and ongoing relationships • we have time to develop and implement partnering processes, structures and work programmes • there is flexibility about how goals might be reached • we are prepared to take risks.
Do not collaborate when:
<ul style="list-style-type: none"> • we can achieve our objective without significant help from others • we want or need to own this piece of work and what results from it • timeframes are short and/or fixed • our agenda, goals or desired results are already determined and we have little scope to deviate from them • we require certainty and are not prepared to take risks • our agency is internally divided on the benefits of collaboration in this instance • we lack the people and resources to make this collaboration work • we can independently contract others to deliver on the task, service or goal.

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

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

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

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

Step 7: Measure, evaluate, report, review

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

D. Bromell
October 2016

Appendix 4: One strong voice for Canterbury

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

2. Member councils agree that an issue impacts significantly on Canterbury on a regional or sub-regional basis, EITHER:
 - through the Mayoral Forum
 - through horizon scanning of what's coming at us – as a standing item on the Policy Forum agenda, AND/OR
 - by a member council raising it with other councils and the relevant Forum Chair by email and/or a teleconference call, AND/OR
 - by the Secretariat alerting the relevant Forum Chair, in response to an invitation or opportunity to submit on an issue.

3. The relevant Forum or its Chair identifies and commissions a lead council or councils to prepare a draft joint submission in consultation with member councils and with the support of, and in consultation with, technical working groups as appropriate. The lead council is to reach agreement with other councils on the joint submission.

4. Our Mayors are committed to 'standing together for Canterbury' to secure the best possible outcomes for our region and its communities. It is accepted and to be expected, however, that member councils will not be of a single mind on every issue, and that joint submissions may need to express majority/minority views and do not require unanimity. Member councils reserve the right to make individual submissions.

5. Regional submissions as agreed are normally signed by the Chair of the Mayoral Forum and/or the lead Mayor of relevant Canterbury Regional Economic Development Strategy work programmes. Wherever possible, Mayors request a joint appearance (in person or by teleconference) before select committees and government inquiries.

6. The Secretariat's role is to support process and facilitate decision making by:
 - circulating a final draft to all Mayors, copied to all Chief Executives, for prior approval by 'reply all'
 - working with the lead council/s to prepare an agreed final version, formatted onto Mayoral Forum letterhead, for signature by the relevant Forum chair
 - emailing the submission to the recipient/s, or lodging it on the Parliament website for Select Committee submissions
 - circulating a copy of the final, signed letter or submission to all members of the Forum.
 - saving documents into the Regional Council's document management system, in order to comply with requirements of the Local Government Official Information and Meetings Act 1987 and the Public Records Act 2005.

Appendix 5: Existing funding commitments (November 2016)

Council	Policy Forum levy 2016/17 (\$)	Regional secretariat 2016/17 (\$)	Canterbury Maps (\$)	Regional stormwater forum	CREDS lead councils	Valuation and rating study (\$)	Digital strategy study 2016 (\$)	Contaminated land shared services (\$)
Ashburton	1,000	-	9,000	5,000	absorbed	5,000	-	4,700
Christchurch	2,100	-	45,000	5,000	-	5,000	-	43,050
Environment Canterbury	2,100	355,440	150,000	5,000	absorbed	212,000	12,000	75,000
Hurunui	530	-	9,000	-	absorbed	5,000	-	938
Kaikōura	260	-	3,000	-	absorbed	1,000	-	938
Mackenzie	260	-	6,000	-	-	1,000	-	938
Selwyn	1,100	-	21,000	5,000	-	5,000	-	14,100
Timaru	1,000	-	21,000	5,000	absorbed	5,000	-	4,700
Waimakariri	1,100	-	21,000	-	absorbed	5,000	-	4,700
Waimate	400	-	6,000	-	absorbed	1,000	-	938
Waitaki	400	-	9,000	-	-	5,000	-	-
Total	10,250	355,440	300,000	25,000	-	250,000	12,000	150,002

[Member councils are to advise current funding commitments that are not captured by this table.]

Appendix 6: Sharing the costs

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

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

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

Council	Estimated resident population (June 2016)		Land area		People/km ²	Opex 2015		Rates revenue 2015		Ave % of total opex and rates revenue	Current projects % share					
	Number of people	% of total	km ²	% of total		Number	\$(000s)	% of total	\$(000s)		% of total	Policy Forum	Canterbury Maps	Rating & valuation investigation	Contaminated land shared services	Regional Stormwater Forum
Ashburton	33700	5.6	6,183	13.9	5.0	\$ 51,119	3.9	\$ 29,066	4.4	4.1	9.8	3.0	2.0	3.1	--	4.5
Christchurch	375000	62.5	1,415	3.2	241.3	\$ 753,496	57.8	\$ 358,204	53.7	55.7	20.5	15.0	2.0	28.7	20.0	17.2
Environment Canterbury	600100	100.0	44,508	100.0	12.1	\$ 155,259	11.9	\$ 87,709	13.2	12.5	20.5	50.0	84.8	50.0	20.0	45.1
Hurunui	12700	2.1	8,641	19.4	1.3	\$ 36,724	2.8	\$ 15,312	2.3	2.6	5.2	3.0	2.0	0.6	--	2.7
Kaikōura	3740	0.6	2,047	4.6	1.7	\$ 9,017	0.7	\$ 5,311	0.8	0.7	2.5	1.0	0.4	0.6	--	1.1
Mackenzie	4520	0.8	7,140	16.0	0.6	\$ 12,525	1.0	\$ 7,219	1.1	1.0	2.5	2.0	0.4	0.6	--	1.4
Selwyn	56200	9.4	6,381	14.3	7.0	\$ 83,626	6.4	\$ 36,845	5.5	6.0	10.7	7.0	2.0	9.4	20.0	9.8
Timaru	46700	7.8	2,733	6.1	16.1	\$ 67,344	5.2	\$ 42,910	6.4	5.8	9.8	7.0	2.0	3.1	20.0	8.4
Waimakariri	57800	9.6	2,217	5.0	22.5	\$ 80,395	6.2	\$ 46,157	6.9	6.5	10.7	7.0	2.0	3.1	20.0	8.6
Waimate	7950	1.3	3,554	8.0	2.1	\$ 13,559	1.0	\$ 8,560	1.3	1.2	3.9	2.0	0.4	0.6	--	1.7
Waitaki (Canterbury only)	1730	0.3	--	--	--	--	--	--	--	--	--	--	--	--	--	--
Waitaki (total)	22100	3.7	7,109	16.0	2.9	\$ 41,356	3.2	\$ 29,367	4.4	3.8	3.9	3.0	2.0	--	--	3.0
Total	--	--	--	--	--	\$ 1,304,420	100.0	\$ 666,660	100.0	100.0	100.0	100.0	100.0	100.0	100.0	--

Appendix 7: Supplementary Agreement to South Canterbury roading MOU

SUPPLEMENTARY AGREEMENT

Date: 9 October 2015

PARTIES

Ashburton District Council

Timaru District Council

Waimate District Council

Mackenzie District Council

Background

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

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

THE PARTIES AGREE AS FOLLOWS:

1 Objectives

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

2 Progress to Date

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

3 Capture of Scale Related Savings

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

WB AD

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

4 Evaluation of tenders

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

5 Transfer Payments

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

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

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

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

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

6 Each party may act in its own interests

The parties acknowledge and agree that:

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

7 Relationship of the parties

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

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

EXECUTION

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

Chief Executives Forum

Item 8

Date: 3 February 2017

Presented by: Bill Bayfield

Regional working groups review

Purpose

This paper

- considers the effectiveness of current arrangements for Canterbury's regional forums and working groups
- proposes changes for how the region's resources could be used more effectively.

Recommendations

That the Chief Executives Forum:

- 1 **note** the current arrangements of Canterbury's regional forums and working groups
- 2 **agree** new arrangements for the structure, function, planning and reporting of forums and working groups
- 3 **agree** to next steps for implementing new arrangements.

Background

- 1 On 29 August 2016, Chief Executives requested an overview of regional forums and working groups. This work identified potential duplication and gaps, particularly in ensuring arrangements are in place to progress strategic issues.
- 2 On 31 October 2016, Chief Executives agreed that a sub-group comprising Bill Bayfield, Karleen Edwards and Hamish Dobbie would look further into the findings of this work. The following is the result of the sub-group's efforts in this regard.

Current state of regional working groups

- 3 Most regional groups provide an important collegial and information sharing role with some actively collaborating on specific projects. However, there are limitations and inefficiencies in the current set-up.

Number of groups

- 4 The overview undertaken in August 2016 identified at least nine regional forums and technical working groups (excluding the Chief Executives Forum) and six short-term, issue-focussed working groups. Transport and Waste Joint Committees and associated staff groups were not included. Appendix A provides a list of the identified forums and groups.

Inconsistencies

- 5 There is a lack of consistency in terms of reference and planning and reporting lines across the groups.
 - Seven groups report formally or informally to the Chief Executives Forum. One reports to the Canterbury Policy Forum. One is 'overseen' by the Finance Managers. One reports quarterly to Planning Managers (as well as annually to Chief Executives). One also reports to the regional Canterbury Water Management Strategy committee. All the short-term, issue-focussed groups report directly to the Chief Executives Forum, and two also report to the Canterbury Policy forum.
 - Eight of the groups have terms of reference, three have terms of reference in draft, and four have no terms of reference.
- 6 The overview did not explore, in detail, whether groups have agreed work programmes or plans or strategies outlining future intentions in place, but it is clear that there is considerable variation.

Limitations and inefficiencies

- 7 Technical working groups' membership is typically single discipline. When cross-discipline work is required, new issues-based multi-discipline groups have been formed. This has created potential for duplication and inefficiency.
- 8 Single discipline or single issue groups do not always identify issues of strategic importance, and are currently not well placed to address these.
- 9 Accountability and information flow mechanisms are not well defined and are inconsistent.
- 10 Not enough time is spent on proactive, externally-focussed action.

Drivers for change

- 11 The drivers for changing the current arrangements are that:
 - councils have a valuable asset in the considerable expertise and knowledge among group members that could be utilised more effectively
 - big picture contextual and subject specific challenges are increasing in size and complexity and a system is required that gets on top of these challenges faster and more effectively
 - Chief Executives need to be confident that there is a group they can turn to when there are new issues arising
 - there is potential for duplication, or misalignment, particularly between established technical working groups and short-term, issue-focussed groups
 - there are gaps, particularly in progressing strategic issues.

Principles of effective arrangements

- 12 A change in the way groups are organised will address current limitations. New arrangements will:

- enable Canterbury to effectively and efficiently utilise expertise from local government throughout the region
- provide a platform for greater agility towards emerging strategic issues and provide a process for addressing them
- provide a clear contact point for groups to bring issues to the Chief Executives Forum for decisions, and to enable Chief Executives to give direction and provide support
- enable groups to receive clear direction, have access to agile decision-making, be accountable for their work, and have their success acknowledged
- not duplicate work that could be addressed by an existing group
- include a work programme for each group to ensure that effort is expended effectively and that there is oversight and co-ordination of work being undertaken across these multiple groups
- build on current collaboration, openness and transparency, extending the 'one strong voice for Canterbury', with a common vision among members and groups.

Proposed new arrangements

- 13 The diagram in Appendix B outlines proposed new arrangements for regional forums and technical working groups.
- 14 Work will be organised in three 'clusters' of activity - operations, finance and policy. Each cluster is led by a Chief Executive to promote alignment and co-ordination, avoid duplication, identify and address gaps, and provide a single point of contact.
- 15 Note that with the policy cluster, the Canterbury Policy Forum already exists as an overarching Forum for the policy cluster of activities with a lead Chief Executive, as stipulated in its terms of reference.
- 16 Lead Chief Executives for the operations and finance clusters would convene overarching forum meetings with key staff and chairs of the groups in their clusters in the same manner as the Canterbury Policy Forum is structured and run.
- 17 Following the Canterbury Policy Forum example, each cluster of activity with its associated technical groups:
 - forms an overarching forum
 - works collaboratively, and sources joint experience and expertise across the region. Technical groups currently in existence include the Canterbury Planning Managers Group and Canterbury Engineering Managers Group
 - is mostly single discipline, focus on regional collaborative activities, and support best practice across the region
 - reports to a lead Chief Executive who reports to Chief Executives Forum
 - has an agreed annual work programme that identifies core business to be conducted.
- 18 Additional groups will form from across the clusters to address specific issues. These are purpose bound and time bound. To some extent this is occurring at present, for example the Canterbury Drinking Water Reference Group that draws expertise from a range of disciplines.

19 These specific issues groups:

- respond to specific issues arising. They are formed across disciplines from membership of technical working groups and from our wider organisations, and have terms of reference and timelines agreed by Chief Executives
- respond to strategic or emerging issues and are able to progress them
- need to be able to be formed quickly and be flexible and agile
- are short term in nature – formed for a specific purpose, then disbanded when their purpose is fulfilled
- report to one of the lead Chief Executives but could be led by any of the Chief Executives or senior staff member.

Information flow

20 For the groups to be effective, information will flow between:

- lead Chief Executives of each cluster
- lead Chief Executives and the Chief Executives Forum
- technical working groups within each cluster
- specific issues group leads and lead Chief Executives.

21 The following system is proposed:

- forums comprising key staff and chairs of technical groups within each cluster meet quarterly (similar to current Canterbury Policy Forum arrangements)
- technical working groups provide a short meeting summary for distribution to other groups
- a six-monthly summary report from the lead Chief Executive to Chief Executives on performance of the groups in their cluster
- a six-monthly report to the lead Chief Executive from each technical working group to demonstrate achievements of the work programme
- an agreed frequency of reporting for specific issue groups
- reporting should be succinct, focused and consistent using common templates.

Benefits of proposed new arrangements

22 As the arrangements are implemented, the following benefits should be realised:

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

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

Risks of proposed new arrangements

23 There are some risks to the effective implementation of the new arrangements:

- resistance from existing group leaders who believe that current arrangements are adequate and that change is not necessary
- the proposed arrangements are too bureaucratic and will require more paperwork and time from already stretched resources
- perception that Chief Executives want to control more tightly the work of technical working groups
- increased 'red tape' if planning and reporting requirements are not carefully designed
- additional workload for the three lead Chief Executives – in terms of monitoring and providing input into planning and reporting, and convening forums.

Next steps

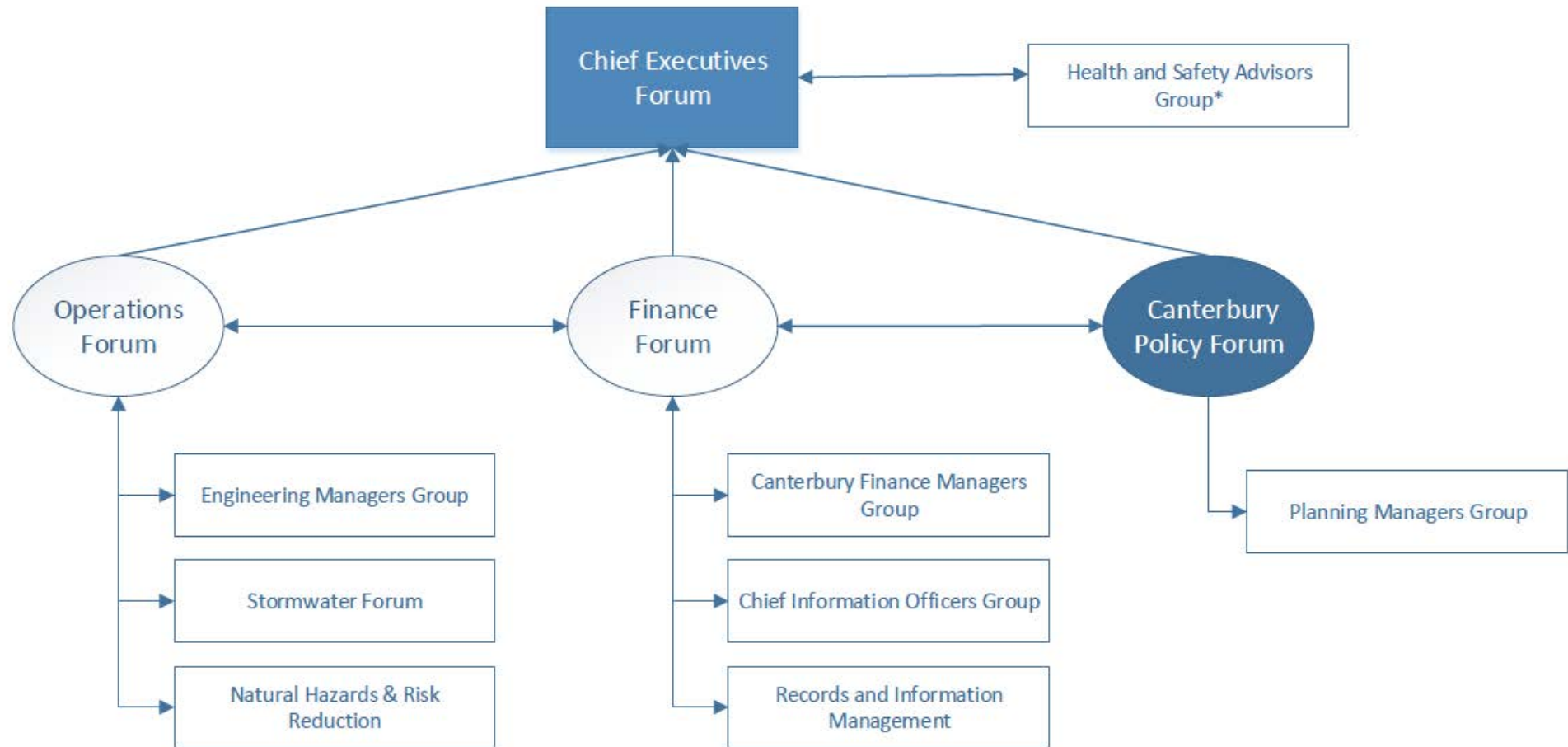
24 Pending Chief Executives' agreement to implement the new arrangements, recommended next steps are to:

- investigate whether there are any groups in existence that are missing from the diagram and ascertain whether any groups need to be combined or disbanded
- initiate a communications plan to socialise the new arrangements, and to mitigate the first three risks listed above
- develop roles and responsibilities for Chief Executive leads and technical working group leads
- develop effective planning and reporting templates and processes to mitigate the risk of increased 'red tape'.
- **Appendix A:** Current state of regional forums and working groups.

<i>Forum name</i>	<i>Reports to</i>	<i>ToR Yes/No</i>	<i>Chair</i>
Canterbury Policy Forum	Chief Executives Forum	Yes	Bill Bayfield (Environment Canterbury)
<i>Technical working groups</i>			
Canterbury Planning Managers Group	Presents findings and submissions to the Policy Forum	Yes	Geoff Meadows (Waimakariri DC)
Canterbury Engineering Managers Group	Chief Executives Forum	Yes	Ashley Harper (Timaru DC)
Canterbury Finance Managers' Group	No reporting. May present findings and submissions to the Chief Executives Forum	Yes	Greg Bell (Selwyn DC)

Forum name	Reports to	ToR Yes/No	Chair
Canterbury Local Authorities Chief Information Officers Group	Chief Financial Officers Group oversees this group	No	David Lewitt (Environment Canterbury)
Canterbury Health and Safety Advisory Group	Chief Executives Forum	In draft for Chief Executives agreement	TBC
Regional Stormwater Forum	Chief Executives Forum and regional CWMS committee	In draft for Chief Executives agreement	Gerard Cleary (Waimakariri DC)
Canterbury Natural Hazard Risk Reduction Group	Quarterly to Planning Managers Group and annually to Chief Executives Forum	Yes	James Thompson (Civil Defence Emergency Management) <i>Contact: Monique Eade (Environment Canterbury)</i>
Canterbury Records and Information Management Support Group	Informally to Chief Executives	ToR or charter to be drafted at December meeting	Leonie Robinson (Ashburton DC)
Short term issues based working groups			
Canterbury Drinking Water Reference Group	Chief Executives Forum	Yes	Stefanie Rixecker (Environment Canterbury)
Collaboration Working Group	Chief Executives Forum and Canterbury Policy Forum	No	Bill Bayfield (Environment Canterbury)
Freedom Camping Working Group	Chief Executives Forum and Canterbury Policy Forum	Yes	Wayne Barnett (Mackenzie DC)
Technology Working group	Chief Executives Forum	Yes	Hamish Dobbie (Hurunui DC)
Valuation and Rating Programme Management Group	Chief Executives Forum and Finance Managers Group	No	David Ward (Selwyn DC)
Long-Term Plan working group	Chief Executives Forum	No	David Ward (Selwyn DC)

Appendix B: Proposed structure for Canterbury regional working groups



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

Chief Executives Forum

Item 9

Date: 3 February 2017

Presented by: Bill Bayfield

Canterbury Drinking Water Reference Group – progress report

Purpose

This paper updates the Chief Executives Forum on the progress of the Canterbury Drinking Water Reference Group since its last report on 31 October 2016.

Recommendations

That the Chief Executives Forum:

- 1 **note** the progress of the Canterbury Drinking Water Reference Group since the previous update
- 2 **note** that an initial workshop on contingency planning was held prior to the North Canterbury earthquakes, and further work is required
- 3 **agree** that the final report to the Mayoral Forum is delayed until their meeting of 26 May 2017, due to the impact of the earthquakes on the work of the group.

Background

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

Membership

- 3 The Reference Group comprises representatives from Environment Canterbury, all Canterbury councils and the Christchurch District Health Board (CDHB) Medical Officers

of Health. Council representatives include water supply engineers, consents officers and water scientists.

Meetings and progress to date

- 4 A workshop dedicated to contingency planning was held on 7 November 2016.
- 5 Preparation for the workshop included advanced sharing of Territorial Authorities' contingency plans alongside the CDHB representatives providing templates and key information of value to all organisations.
- 6 The positive cross-organisational communication and sharing from the initial meetings continued and has been evident in all forms of communication and in the workshop.
- 7 The contingency planning workshop highlighted some key principles that participants felt would provide a strong platform for collaboration across the region, as and when required in an emergency situation.
- 8 The workshop also noted that the Reference Group meetings had proven useful in terms of relationships, information sharing and maintaining momentum. It was suggested that the collaboration meetings be maintained beyond the Reference Group lifespan and that this should be included in the final recommendations to Chief Executives and the Canterbury Mayoral Forum.
- 9 A key output from the contingency planning workshop was for the CDHB representative to compile the Status List of all drinking water supplies across the region to feature any high risk drinking supplies, to enable a shared understanding across participants and to provide key information to enhance and support our agreed collaborative approach. The draft list was compiled in late December 2016 and will be revised in January 2017.
- 10 No further meetings have been held since 7 November 2016 due to the North Canterbury earthquakes. However, relationships and discussion topics from previous meetings enabled swift connections as and when needed during the earthquake response. Learnings from this can be included in the final report.
- 11 The Reference Group will seek to meet at least once more prior to the completion of the final report. Recognising the impact of the earthquakes, the Reference Group seeks agreement to provide the final report to the Canterbury Mayoral Forum scheduled for 26 May 2017.
- 12 It should be noted that the Hawkes Bay Regional Council released its investigative report in November 2016, entitled *Investigation into the Cause of Havelock North Water Supply Contamination*. The Government Inquiry has yet to be completed.

Chief Executives Forum

Item 12

Date: 3 February 2017

Presented by: Bill Bayfield, Chair

Canterbury Policy Forum report

Purpose

This paper reports on the Canterbury Policy Forum meeting held on 2 December 2016.

Recommendations

That the Chief Executives Forum **receive** the report on the work of the Canterbury Policy Forum.

Policy Forum meeting held on 2 December 2016

- 1 The agenda focused on recommended amendments to the Working together for Canterbury paper, regional submissions discussion, process and updates on the Long-Term Plan Working Group, and a meeting with Minister Joyce.

Regional submissions 2017/2018

- 2 *Working together for Canterbury* (agenda item 7) includes a policy and process for joint advocacy. The Forum discussed central government regulations that require joint regional submissions. The list has been circulated for councils to indicate which regulations they have an interest in, and can participate in and/or lead a joint submission process. Christchurch City Council is leading a regional submission on the Health (Flouridation of Drinking Water) Amendment Bill due in early February 2017. There is likely to be further indication of government's legislative priorities for the year in the Opening of Parliament speech due to take place on 7 February 2017.

Long-Term Plan Working Group

- 3 The Long-Term Plan Working Group, led by David Ward, has convened, attended by seven councils and Raymond Horan from SOLGM. The Group discussed the potential for a joined-up approach to Long-Term Plans around the region. The Group will reconvene in February 2017, with Raymond Horan in attendance. Engagement will also take place with Audit NZ and the Office of the Auditor General around Key Performance Indicators and Section 17a statutory requirements.

Meeting with Minister Joyce – Regional growth partnership

- 4 Officials from Environment Canterbury, Canterbury Development Corporation and Jim Palmer as Chair of the Chief Executives Forum met with Minister Joyce in November 2016. Discussions included opportunities to launch a Christchurch economic strategy in conjunction with the Canterbury Regional Economic Development Strategy; the case for Canterbury, currently being developed by Interbrand and funded by the Regional Growth Programme; government's interest in identification of roading for strategic investment; and the South Island as a single market for tourism.