Agenda
Chief Executives Forum

Date: Monday 5 November 2018

Time: 9:00am–12:00pm

Venue: Selwyn District Council Chamber, 2 Norman Kirk Drive

Attendees: Jim Palmer (Waimakariri) - Chair, Angela Oosthuizen (Kaikōura), Bede Carran (Timaru), David Ward (Selwyn), Fergus Power (Waitaki), Hamish Riach (Ashburton), Dr Karleen Edwards (Christchurch), Stuart Duncan (Waimate), Suzette van Aswegen (Mackenzie), Miles McConway (Environment Canterbury – for Bill Bayfield)

In attendance: James Thompson (CDEM) – for item 4
Warren Gilbertson (CREDS Project Manager) – for item 6
David Perenara-O'Connell (Environment Canterbury) – for item 10
Anne Columbus (Christchurch) – for item 12
Caroline Hart (CWMS) – for item 13
Secretariat: Simon Fraser, Louise McDonald (Minutes)

Apologies: Arihia Bennett (TRONT), Bill Bayfield (Environment Canterbury), Hamish Dobbie (Hurunui)

Time	Item	Paper	Person
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, 6 August 2018		
	b. Action points		

FOR DISCUSSION/DECISION

Time	Item	Paper	Person
9:10	4. Natural hazards approach	✓	James Thompson
9:30	5. CDEM group approach	✓	Miles McConway
9:50	6. CREDS implementation		
	a. 3-year work programme	✓	Chair
	b. CREDS quarterly project report	✓	Warren Gilbertson
	c. Provincial Growth Fund update	✓	
10:05	7. 3 Waters review – follow-up		Bede Carran
10:20	8. Report from Corporate, Operations and Policy Forums	✓	Forum chairs
10:30	9. Forum chairs 2019		Chair
	a. Election of chair: Chief Executives Forum		
	b. Appointment of chairs: Policy, Corporate, Operations Forums		
10:35	*Morning tea*		
10:50	10. Biodiversity in the Canterbury region	✓	David Perenara-O'Connell

VERBAL UPDATES / TAKEN AS READ

Time	Item	Paper	Person
11:20	11. Technology working group	✓	Hamish Dobbie
11:25	12. Public Records Act maturity assessment	✓	Anne Columbus
11:35	13. CWMS quarterly update	✓	Caroline Hart
11:50	14. Mayoral Forum draft agenda, 6-7 December 2018	✓	Secretariat
11:55	15. Any items of general business		Chair
12:00	Close		

Next meeting: 21 January 2019

Canterbury Chief Executives Forum
Minutes

Date:	6 August 2018, 9:00am – 12:00pm
Venue:	Selwyn District Council council chambers
Attendance:	Jim Palmer (Chair), Bill Bayfield, Angela Oosthuizen, David Ward, Fergus Power, Dr Karleen Edwards, Hamish Dobbie, Suzette van Aswegen, Stuart Duncan, Bede Carran In attendance: Sam Elder and Lorraine Johns (Environment Canterbury), Paul Morris (Mackenzie), Murray Washington (Selwyn) Secretariat: David Bromell, Simon Fraser, Warren Gilbertson, Louise McDonald (minutes)
Apologies:	Jane Donaldson (Acting CE Ashburton), Arihia Bennett (Te Rūnanga o Ngāi Tahu), Dr Karleen Edwards (for early departure)

AGENDA ITEM	KEY POINTS DISCUSSED / RESOLVED	ACTION POINTS (Who will action, when?)
1.	**Welcome, attendance & apologies** The Chair welcomed everyone to the meeting and the apologies were noted.	
2.	**Confirmation of the Agenda** The agenda was confirmed.	
3.	Minutes from 30 April 2018 were confirmed, with all actions either completed or underway. Discussion on the minutes included: • Valuation and rating services technology platform options – will be reported to the next Corporate Forum. • Civil Defence and Emergency Management reviews – an options report has been prepared and CEs will be contacted individually. It will then go to the CDEM Co-ordinating group (CEG) and the CDEM Joint Committee.	David Ward to action with secretariat for 8 Oct 2018 (**complete**) Bill Bayfield to action (**underway**)
4.	**3 Waters review – implications for Canterbury** It was noted that these papers were presented as draft for the CEs Forum consideration before presenting to the next Mayoral Forum on 7 September 2018. Discussions focused on how these papers should be presented to the Mayoral Forum, what additions or changes are required, and how Canterbury should position itself to respond to upcoming central government announcements It was agreed to recommend to the Mayoral Forum that the Local Government NZ (LGNZ) report be noted, and to note that individual councils have provided their individual responses to LGNZ.	Secretariat to revise 3 Waters papers in consultation with Chief Executives for Mayoral Forum on 7 Sep 2018 (**complete**)

5.	**Canterbury Regional Economic Development Strategy (CREDS) implementation and 3-year work programme** Warren Gilbertson presented the update on implementation of CREDS projects. - Progress on the Agritech pavilion at the A&P show has been delayed due to uncertainty about the show proceeding due to Mycoplasma bovis. - Aoraki Development has secured funding from MSD Southern to continue the Youth Transitions project, which is to be extended to Mid- and North Canterbury. - Progress on the Canterbury Story will be reported to the September meeting of the Mayoral Forum. There will be an update to the CEs Forum at the November meeting from the Technology Working Group.		Hamish Dobbie to action for 5 Nov 2018 (**complete**)
6.	**Regional Transport update** ***CREDS work programme update*** This report was taken as read and noted. ***Government Policy Statement on Land Transport 2018*** Sam Elder spoke to a PowerPoint presentation and summarised the key features of the Government Policy Statement on Land Transport (GPS) 2018. The 2018 GPS represents a fundamental change in priorities. To access funding, it is important that the Regional Land Transport Plan aligns with the GPS. The CEs provided the following feedback on the implication of the GPS: - work is being done by the Greater Christchurch Partnership Committee on aligning public transport with land use planning - an NZTA/MoT report is due later this year on rail and freight following discussions with business and Port Companies - the need to address the resilience of road and rail systems to natural hazards. Work is being done on this by Lifelines, NZTA and councils. - councils are resourced for business as usual and while they have good capability do they have the capacity to address the new GPS? There was support for future discussions of the GPS by the Mayoral Forum, including descriptions of who is doing what across key transport initiatives and how the GPS will be delivered.		Sam Elder to report back on access to the enhancement fund for planning and investigation work (NZTA) (**date TBC**) Secretariat to check with Mayoral Forum whether Transport might be the focus of the Mayoral Forum dinner on 29 November 2018 (**complete – to be deferred to 2019**).

7.	**Report from Corporate, Operations and Policy Forums**	
	Forum report	
	The report was taken as read with recommendations accepted.	
	Resolved	
	That the Chief Executives Forum:	
	• **note concerns about lack of attendance at the Corporate Forum** • **note that the Operations Forum will discuss Recycling in New Zealand post China's National Sword policy at its next meeting** • **endorse the Canterbury Strategic Compliance Framework developed by the Compliance, Monitoring and Enforcement working group and commend its use by member councils.**	
	Bill Bayfield /David Ward	
	CARRIED	
	Forum representation	
	David Ward presented this report and encouraged CEs to check that they have a representative to attend the forums, in particular the Corporate Forum. Suggestions were made to consider whether the timing of Corporate Forum meetings could be changed, or whether the Finance Managers Group and the Corporate Forum could meet on the same day.	Secretariat and Corporate Forum Chair to discuss timing and make-up of future Corporate Forum meetings (**complete**)
	Resolved	
	That the Canterbury Chief Executive Forum:	
	• **approve the additional of new wording to the Corporate and Operations Forums Terms of Reference, requiring representation at meetings.** • **agree to re-affirm their representatives on the Corporate and Operations Forums.**	
	Bill Bayfield /David Ward	
	CARRIED	
	Corporate Forum: Opportunities for shared services This report to be considered at the next meeting.	Secretariat to action for 5 Nov 2018 (**complete – update included as part of Forum report for 5 Nov meeting**)

8.	**Canterbury Water Management Strategy (CWMS) quarterly update**	
	Bill Bayfield presented this report.	
	Jim Palmer explained that the work being done on nitrates for the Waimakariri Zone Implementation Programme Addendum (ZIPA) is causing some concern in the community as to how targets are represented. Bill Bayfield agreed that this will be an issue for other zones.	
	Jim acknowledged the excellent modelling done by the science team at Environment Canterbury.	
9.	**Draft agenda for Mayoral Forum meeting, 6-7 September 2018**	
	David Bromell presented this item and advised some changes to the draft agenda following discussions with the Mayoral Forum chair. 3 Waters will be the main topic. The item on regional funding for a Christchurch multi-use arena to be replaced with updates on South Island destination work.	Secretariat to discuss with Chair, Mayoral Forum (**complete**)
	David Ward advised that he had been approached by the multi-use arena trustees who are keen to talk to the Mayoral Forum. It was suggested that the Mayoral Forum needed to discuss this first, led by the Christchurch City Council.	
	Representation for the Rural Advisory Group has been arranged by inviting their representative to attend meetings of the CDEM Co-Ordinating Group (CEG) – no longer on the agenda for Mayoral Forum.	
	It was suggested that discussion with Minister Megan Woods would most usefully focus on her Research, Science and Innovation portfolio.	Secretariat to convey to Hon Woods' office – (**complete**)
10.	**General Business**	
	Bill Bayfield noted that work was being led by Treasury on a 'well-being' budget. A report on what this means will be provided to the next Policy Forum.	Secretariat to follow up (**complete – discussed at Policy Forum on 19 Oct**)
	As there was no further business the meeting closed at 12.24pm.	
	Next meeting: 5 November 2018	

Canterbury Chief Executives Forum   Item 4

Date: 5 November 2018

Presented by: James Thompson, CDEM Canterbury

Approach to Natural Hazards Response in Canterbury

Purpose

1. This report outlines proposed next steps and resourcing for the Regional Approach to Managing Natural Hazard Risk ('the Regional Approach') and the future of the Canterbury Risk Reduction Working Group ('the Working Group').

2. The Regional Approach and the Working Group has recently been reinvigorated. We consider it timely to present our thoughts to the Canterbury Chief Executives Forum to ensure we can continue to maintain momentum.

Recommendations

That the Canterbury Chief Executives Forum:

   1. **note the completed milestones and proposed future milestones**

   2. **agree to amend the reporting line for the Regional Approach from the Canterbury Operations Forum to the Canterbury Policy Forum**

   3. **agree to support the proposed programme of work and await further advice on funding options.**

Background

3. In March 2015 the Canterbury Policy Forum endorsed the development and implementation of the Regional Approach. It was agreed that this would benefit the Canterbury region by:

    - providing an umbrella document that pulled together relevant parts of the many existing plans and strategies and provided an overall regional direction regarding natural hazard risk reduction

    - consolidating and building on work already undertaken; identifying and reducing duplication or gaps, and ensuring consistency in the approach taken across the region

    - enabling coordination of hazard and risk research across the region and supporting development of improved public information, communication and engagement

    - contributing to building community resilience throughout the region.

4. In late 2015 and early 2016, a work programme was developed and published titled 'a regional approach to managing natural hazard risk'. This contained four focus areas, and 17 milestones for progression. Following a period of relative inactivity, four milestones were prioritised and identified for progression. These are now complete, and new priority milestones have been agreed.

Change of reporting lines to Policy Forum

5. Currently the Regional Approach reports to the Canterbury Operations Forum. It is recommended that the Regional Approach would be better engaging with the Canterbury Policy Forum as the steering group for the approval and delivery of the Regional Approach work programme.

6. We believe that that Regional Approach work programme better aligns with the aims of the Policy Forum, as a majority of the milestones are more policy/strategy based rather than operational. The current work programme crosses over with a number of planning staff within councils (more than half of the Regional Approach members are planning staff), as well as the work of both the Planning Managers and Climate Change working group, both of which currently report to the Canterbury Policy Forum. The Regional Approach work programme currently has little crossover with the working groups reporting to the Operations Forum.

7. The Regional Approach should continue to keep the Canterbury Operations Forum updated as to some of its activities.

Completed Milestones

8. The following milestones have been delivered so far. Further work required has also been outlined.

    *   Milestone 1 (stocktake of organisations and their roles and responsibilities)
        o   areas of agreement and disagreement to be finalised
        o   further work required to identify gaps/missing areas/duplication
    *   Milestone 6 (assess various LIR/LIM/PIM processes and compare differences)
        o   report from GNS Science has highlighted the differences experienced across the Canterbury region
        o   further Territorial Authority engagement is required to take the next step and move towards a semi-consistent model
        o   continuing further work on this milestone will assist us in the delivery of our level of service target on 'delivering information and advice to communities and decision makers about natural hazards'
    *   Milestone 10 (conduct a stocktake of research)
        o   requires clarity from the Working Group on what portal they want the information made available in – to discuss at the late October meeting

- Milestone 17 (investigate alternative methods and theories of communicating and engaging)
  - initial work completed
  - now need to form a broader body of knowledge and community of practice.

New Priority Milestones

9. We support prioritising the following milestones:
   - Milestone 3 (develop a review and evaluation loop for the work programme)
     - important to regularly refresh the work programme to keep interest and momentum high
     - some work programme parts need rescoping and review as the work programme is now quite historic
   - Milestone 9 (develop and maintain enduring relationships)
     - already well on the way with the reinvigoration of the Working Group and the Regional Approach
   - Milestones 11 and 12 (develop a formal procedure for identifying the gaps in research and how priority is assigned for future research) and (develop and guide to commissioning research)
     - these have been identified as a role for Environment Canterbury to progress
     - work is already underway
     - a best practice guide will be developed for both milestones
   - Milestone 14 (develop a process for assessing/evaluating district plans, civil defence responses and hazard research programmes)
     - new national planning standards provide a basis to compare District Plans
     - developing a risk-assessment tool and decision-making criteria for planning and consenting
   - Milestone 15 (develop an electronic portal for storing hazards information)
     - work has been done by CCC and Environment Canterbury
     - CCC will conduct a workshop session during the next meeting of the Working Group
     - delivery of this milestone will assist the enabling of our Hazards, Risk and Resilience Portfolio priorities, including 'support improved integration with Civil Defence' and our levels of service including 'delivering information and advice to communities and decision makers about natural hazards'
     - we do not want to become too formal or rigid in implementation.

Governance and Funding

10. The Terms of Reference for the Regional Approach needs to be updated. It is felt the Working Group needs to be replaced with a Governance Group. The Governance Group will have responsibility to ensure agreed milestones are managed within budget and timeframes. A new draft TOR will be provided to a future Policy Forum for their approval.

11. Individual Working Groups will be established for each milestone in priority order. They will be responsible for the delivery of the Milestones

12. The Regional Approach has operated with "in kind" support from members. This has not allowed milestones to be well resourced, with either Environment Canterbury or Christchurch City Council predominantly funding any required external resource or staff time. As priority milestones become projects, the Regional Approach would like to be able to come to the Chief Executives Forum to ask for funding from across all Canterbury councils.

13. The Regional Approach has suggested that funding of up to $50,000 to engage consultants/external agencies to undertake workshop facilitation and documentation for milestones 14 and 15, and for continuing work on milestone 6. This would enable these milestones to be completed or be well on the way towards completion by the end of this financial year.

Canterbury Chief Executives Forum   Item 5

Date: 5 November 2018

Presented by: Miles McConway, Acting Chief Executive, Environment Canterbury

Civil Defence and Emergency Management (CDEM) group approach

Purpose

1. This paper provides a draft strawman of how a strengthened CDEM group approach could work in Canterbury for discussion and feedback.

Recommendations

That the Canterbury Chief Executives Forum:

   1.   discuss the draft strawman group approach of CDEM functions in Canterbury

Background

2. The Ministerial Review *Better Responses to Natural Disasters and Other Emergencies in New Zealand* was initiated in June 2017 following the Kaikōura earthquake and Port Hills fires. The Government responded to the findings of this review in August 2018.

3. In previous discussions on potential changes to CDEM in Canterbury, a strawman was requested to illustrate what a group led approach to Civil Defence in Canterbury might look like.

4. The attached presentation outlines a draft strawman of how a strengthened CDEM group approach could operate following the legislative changes proposed by Civil Defence Minister Kris Faafoi in responding to the recommendations of the Ministerial review.

5. The purpose of the straw man is to address concerns or questions Chief Executives may have as we head into possible future changes.

Attachments

   - Presentation – CDEM proposed group approach

Mayoral Forum three-year work programme 2017–19 – as at 29 October 2018 (updates in red)

Key to acronyms

ADC	Ashburton District Council	CMF	Canterbury Mayoral Forum	DoC	Department of Conservation	NZTA	NZ Transport Agency
CCC	Christchurch City Council	CNZ	ChristchurchNZ	ECan	Environment Canterbury	RTC	Regional Transport Committee
CECC	Canterbury Employer's Chamber of Commerce	COF	Canterbury Operations Forum	LGNZ	Local Government New Zealand	SDC	Selwyn District Council
CEF	Chief Executives Forum	CPF	Canterbury Policy Forum	MBIE	Ministry of Business, Innovation & Employment	TDC	Timaru District Council
CEMG	Canterbury Engineering Managers Group	CREDS	Canterbury Regional Economic Devlpt Strategy	NES	National Environmental Standard	UC	University of Canterbury
CIAL	Christchurch International Airport Ltd	CWMS	Canterbury Water Management Strategy	NPS	National Policy Statement	WMK	Waimakariri District Council

WHAT	DUE	TASK	SPONSOR	LEAD	STATUS / NEXT STEPS
CANTERBURY REGIONAL ECONOMIC DEVELOPMENT STRATEGY					
1. Integrated regional transport planning and infrastructure investment. *Objective – Integrated transport planning across modes (air, rail, shipping and road transport) that:* • *prioritises a resilient transport network* • *enables the efficient movement of people and freight into, out of and within the Canterbury region* • *improves social connectedness and wellbeing, supports visitor strategies and improves road safety.*					
a. Strategic policy analysis and advice, regional transport	30 Sep 2018	• accelerate progress on the four work programme priorities • co-ordinate a stocktake of the resilience of the roading network in Canterbury	Winton Dalley	ECan	• funding agreement signed • Darren Fidler appointed from 25 Sep 2017 for 12 months, funded by Regional Growth Programme (now employed on a permanent basis) • monitoring indicators agreed with RTC – published quarterly on ECan website • resilience stocktake – write-up in progress • freight modal shift phase 1 (scale of opportunity) complete • freight model shift phase 2 (assessment of opportunity and development of action plan) continuing • engagement with South Island RTCs and NZTA well advanced re. understanding visitor flows, and will align with Mayoral Forum's work on the development of a South Island destination management plan • The RTC will continue to explore how to fully implement the GPS, with it now being unlikely that the signalled second stage GPS will be produced
2. Digital connectivity: extension and uptake of fast broadband in rural areas *Objective – A fully connected Canterbury, so the whole region can achieve the best possible results in health, education, social connectedness, economic growth and the environment*					
a. Mobile and broadband coverage mapping and analysis	30 June 2019	• identify and GIS map remaining gaps in mobile and broadband coverage • work with stakeholders to analyse coverage gaps for economic and social significance • support lead Mayor's advocacy for solutions	Damon Odey	TDC	• initial project scoping 28 Jul 2017 • preparation of business case and funding agreement Aug 2017 • funding agreement received Dec 2017 • project scope agreed with lead Mayor • contract awarded and work underway although progress is slow on account of an embargo on any release of Crown Infrastructure Partners broadband data / planned coverage until Ministers ratify new PGF digital connectivity initiatives – expected early November
b. Promote uptake and use of digital technology	31 Dec 2018	• identify and publicise uptake and use of digital technology to improve productivity in rural Canterbury	Damon Odey	TDC	• initial project scoping 28 July 2017 • preparation of business case and funding agreement August 2017 • funding agreement received Dec 2017 • contract awarded and work underway – sources and publication outlets/portals confirmed • digital hero case studies under development

WHAT	DUE	TASK	SPONSOR	LEAD	STATUS / NEXT STEPS
3. Freshwater management and irrigation infrastructure *Objective – Development of water infrastructure and environmental restoration initiatives to achieve the Canterbury Water Management Strategy vision: To enable present and future generations to gain the greatest social, economic, recreational and cultural benefits from our water resources within an environmentally sustainable framework*					
a. Continue to monitor implementation of the CWMS	Ongoing	• CWMS report quarterly to CMF	CMF	ECan	• ongoing • CWMS Targets Progress Report 2017 approved by CMF Aug 2017; published Sep 2017 • agenda item 13
b. Refresh the CWMS	30 Apr 2019	• ensure the CWMS is fit for the future needs of the region o identify what is required to maintain and build momentum for implementation of the strategy and ensure it can and will be delivered o develop intermediary goals for 2025 and 2030 to ensure that the CWMS continues to provide meaningful guidance for action	CMF	ECan	• as agreed by the Mayoral Forum on 25 May 2018 – report due April 2019; interim reporting via quarterly updates to CMF • agenda item 13
4. Education and training for a skilled workforce *Objectives:* • *business, education and local government sectors are aligned, working together to make Canterbury a great place to study, live and work* • *Canterbury has an appropriately skilled and educated workforce* • *education and training institutions deliver an integrated education programme that maximises benefits to the institutions and to Canterbury*					
a. Youth transitions	31 Dec 2018	• facilitate, in partnership with MSD and MoE, expansion (with evaluation) of programmes piloted by Aoraki Development in South Canterbury to support youth transitions to further education, training and employment	David Ayers	Aoraki Development	• initial scoping with MSD July 2017 • negotiation of funding agreement with MSD underway August 2017, with additional funding offered by MSD Southern for web and app development • contract signed with MSD Dec 2017 • project update provided to CMF 25 May 2018 • significant commitment to date from schools, businesses, mentors and students • website design underway for launch in mid-Nov 2018 • operational funding for 2018/19 confirmed from MSD Southern • Year one outcomes and achievement report – refer CREDS Project Update report • nationwide exposure of this project in September issue of Education gazette – refer CREDS Project Update report
b. Job Ready Programme	30 June 2019	• Expand the programme to South Canterbury (40 students per year, for 2 years)	David Ayers	CNZ	• for discussion with ChristchurchNZ and preparation of business case and funding agreement August 2017 • funding confirmed October 2017 – project broadened to all of region, targeting graduates at NZQF L7+ • contract let to ChristchurchNZ • first interim report to 30 June 2018 received – 38 international students have been placed in regional Canterbury to date
c. Canterbury story	31 Dec 2018	• further develop 'the Canterbury story' – validation nationally and internationally • production of a video • fund-raising for ongoing assets library development, hosting and use	David Ayers / Jim Palmer	Secretariat / CNZ	• for discussion with ChristchurchNZ and preparation of business case and funding agreement August 2017 • Jim Palmer and David Bromell working with ChristchurchNZ (steering and working groups respectively) to progress Christchurch and Canterbury stories • funding agreement received Dec 2017 • project scope and contract agreed with ChristchurchNZ • asset library being developed (Christchurch and Canterbury brand story, images and videos)

WHAT	DUE	TASK	SPONSOR	LEAD	STATUS / NEXT STEPS
					• video projects are being progressed by ChristchurchNZ • ChristchurchNZ presented an update to the Mayoral Forum on 7 September
5. Newcomer and migrant settlement: Skilled workers, cohesive communities					
Objectives – Skilled workers, cohesive communities: newcomers and migrants are attracted to Canterbury and feel welcomed and supported to settle quickly and well, contribute in the workforce and call Canterbury home.					
a. Welcoming Communities	31 Dec 2018	• participate in Immigration New Zealand pilot programme, Welcoming Communities	Donna Favel Sam Broughton	ADC with SDC	• funding agreement signed Jun 2017 • programme co-ordinator employed Sep 2017 • framework for each district's Welcoming Plan development agreed by Governance Group • combined district Advisory Group and separate district Steering Groups formed and engaged • ongoing detailed project scoping, design and research • design and roll out of community engagement processes and activities including region-wide website design for Welcoming Communities Canterbury • survey/feedback analysis and consolidation, and peer review of draft Welcoming Plan sections complete • drafting, completion and submission of separate district Welcoming Plans to Immigration NZ (30 April) • Ashburton District's Welcoming Plan launched Jul 2018 • Welcoming Communities Canterbury website up at https://www.welcomingcommunitiescanterbury.com/ • Selwyn District's Welcoming Plan launched Aug 2018
b. Policy development	31 May 2018	• develop constructive policy options that have potential to work for Canterbury and the South Island without compounding Auckland challenges	Lianne Dalziel	Secretariat with ADC, CECC, CNZ	• policy framework developed with CECC and CNZ • policy framework circulated to Mayors, CEs and Policy Forum for comment • CECC hosted Minister of Immigration 23 Apr 2018 • engagement with officials occurred in June 2018 • in July 2018, Ministers declined to meet with a Canterbury deputation at this time • discussion paper published on Mayoral Forum website
6. Value-added production					
Objective – Planning and consenting processes, and infrastructure managed by local government enable value-added production in Canterbury					
a. Improve productivity (demand side)	30 Sep 2022	• investigate new value-add, market opportunities that Canterbury is placed to take advantage of – e.g. niche markets, particularly in China and SE Asia • consult and engage with South Island economic development agencies on creating a virtual economic policy unit/function, to support economic development strategy and implementation across the South Island	Craig Rowley	CNZ	• for discussion with ChristchurchNZ and preparation of business case and funding agreement August 2017 • funding agreement received Dec 2017 • project scoped and agreed with MBIE and ChristchurchNZ • contract agreed with ChristchurchNZ and work underway • contract for stage 1 research awarded; first report completed along with all district workshops • Regional Workshop to validate draft

WHAT	DUE	TASK	SPONSOR	LEAD	STATUS / NEXT STEPS
					Roadmap and / or change future direction / opportunities, was held at Lincoln on 17 October. Final draft report including Roadmap (outlining opportunities and next steps) will be reviewed by Steering Group on 14 November. • Summary to be presented to Mayoral Forum at the next meeting on 7 December
b. High-value manufacturing (supply side)	30 Sep 2021	• Co-ordinate across the Canterbury Tertiary Alliance and with the Lincoln Hub, CRIs, Callaghan Innovation and NZ Trade and Enterprise to connect industry needs to research and accelerate knowledge translation to high-value production and manufacturing for export	Craig Rowley	UC	• Preparation of business case and funding agreement August 2017 • funding agreement received Dec 2017 • project scoped and agreed with MBIE and UC • contract let with UC and work underway • contract for stage 1 research awarded; first report completed along with all district workshops • Regional Workshop to validate draft Roadmap and / or change future direction / opportunities, was held at Lincoln on 17 October. Final draft report including Roadmap (outlining opportunities and next steps) will be reviewed by Steering Group on 14 November. • Summary to be presented to Mayoral Forum at the next meeting on 7 December
7. Regional visitor strategy					
Objective – Grow 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.					
a. Business case for rail passenger services south of Christchurch	31 Dec 2018	• work with KiwiRail on assessment of the business case for reintroducing rail passenger services south of Christchurch	Damon Odey	Aoraki Development	• initial project scoping 28 July 2017 • preparation of business case and funding agreement August 2017 • funding confirmed October 2017 • project discussed with KiwiRail and MoT Nov 2017 • workshop held with KiwiRail, MBIE, NZTA, MoT and Treasury March 2018; scope refined; looking for a promoter to organise rail journeys to sports fixtures and other major events – KiwiRail will not themselves develop this service but happy to work with charter service operators • media story ran in Press 20 April 2018 • project refined with agreement from MBIE – contract awarded for research on potential demand and work underway • Research is evidencing market interest in a tourism route linking Christchurch to Dunedin focused around cycle tourism, visiting cruise ships, and visitors looking to complete a 'South Island loop' linking up with popular tourist destinations • Meeting with Dunedin Rail Services. They are open to opportunity (on the basis that it is commercially viable and is positive for Dunedin and Otago) and will assist consultants with validation research

WHAT		DUE	TASK	SPONSOR	LEAD	STATUS / NEXT STEPS
b.	South Island destination management plan	31 Dec 2019	• invite South Island Mayors and Chairs to work together to develop a South Island destination management plan • design and implement project; seek funding from the Provincial Growth Fund for development of the plan, then agreed priorities for central government partnership in infrastructure investment	Sam Broughton	Secretariat with CNZ, MBIE, NZTA, DoC, Tourism NZ	• support in principle from all South Island Mayors • all-of-government support offered by MBIE, NZTA, DoC and Tourism NZ • terms of reference and RFP agreed by Inter-regional Steering Group • Application to Provincial Growth Fund to be considered 21 November • Inter-regional Steering Group meeting to be held 21 November in Wellington

INFRASTRUCTURE, LOCAL PUBLIC SERVICES AND REGULATORY FUNCTIONS (Chief Executives Forum)

8. Infrastructure

a.	Strategic assessment of 3 Waters	tbc	Picks up and supersedes earlier work initiated in 2016 • stocktake current state of 3 Waters management across the region, building on existing work by the Drinking Water Reference Group and Stormwater Forum • build consensus on strategic intent – where we want to get to, in relation to national direction and developments • identify key risks, challenges and barriers • recommend priority actions for CEF consideration	CEF / Bede Carran	COF	• (re-)commissioned by CEF 12 Feb 2018 • CEF agreed 30 Apr 2018 to extend the terms of reference of the Canterbury Drinking Water Reference Group to lead work on 3 Waters • CMF highlighted as a priority May 2018 and wrote to Minister of Health urging release of Government Response to the Havelock North Drinking Water Inquiry • reported to and discussed by CEF 6 Aug 2018 and CMF 7 Sep • agenda item 7

9. Collaboration and shared services

a.	Natural hazard risk management	Ongoing	• monitor natural hazards management reform (including climate change impacts, mitigation and adaptation) and possible emergence of an NPS in 2018 • prioritise tasks and project leads by Dec 2016 and report progress by May 2017 • report annually to CEF	CEF	Bill Bayfield	• regional approach to risk signed off by all councils in May 2016 • reported to CEF 8 May 2017 • group is incorporated in and reports quarterly to COF • report to CEF by 31 May 2018 – postponed to November 2018 • agenda item 4
b.	Procurement of business inputs, e.g. insurance, digital transformation and 'infrastructure as a service'	Ongoing	• identify shared insurance/brokerage options • commission a technology working group with Spark, CCL and Revera and refine terms of reference to scope opportunities for a collaborative platform (mobility, networking, cloud services, service management, technology leadership) to deliver better local services ('infrastructure as a service')	CEF	Jim Palmer Hamish Dobbie	• awaiting outcome of LGNZ review of risk management and insurance arrangements – in abeyance as at 31 July 2017 • technology working group met to agree terms of reference 7 Oct 2016; reported to CEF 31 Oct 2016; met 4 Aug 2017 • reported to CEF 30 Oct 2017; to report back by June 2018 • postponed to November 2018 • agenda item 11

10. Performance of regulatory functions

a.	Engineering services and common standards	Ongoing	• investigate opportunities to increase consistency of engineering standards across the region (Engineering Codes of Practice), in order to:
			  o improve consistency across the region, particularly in relation to subdivisions
			  o help contain contract prices (more consistent specifications aid designers and contractors)
			  o reduce administrative effort/cost of maintaining the standards
			  o share knowledge, systems and resources between councils.
				COF	Wayne Barnett / CEMG	• CEMG discussed 11 Oct 2016
						• CEF discussed 31 July 2017 and will take up with COF Oct 2017 for report to CEF 30 Oct 2017
						• commissioning clarified at COF 16 Oct 2017
						• reported to CEF 30 Apr 2018: CEMG has commissioned an appraisal of Canterbury engineering (subdivision) standards April 2018
						• CEMG received consultation report Sept 2018
						• CEMG to report back to COF and CEF first half 2019

ITEMS THAT ARE COMPLETE OR ESTABLISHED AS CONTINUING WORK PROGRAMMES					
CREDS implementation management	Ongoing	- provide contract management across all work programmes - support lead Mayors with CREDS implementation - monitoring and reporting	Lianne Dalziel	ECan	- funding agreement signed - Warren Gilbertson appointed from 8 Jan 2018 - PGF application seeking funding to extend term of Project Manager's contract expiry date beyond 31 March 2019, is being considered by MBIE
CREDS monitoring	Ongoing	design a reporting template to improve communication and impact assessment further develop CREDS outcome indicators (with MBIE, MSD and MoE)	Lianne Dalziel	Secretariat / ChristchurchNZ	- template designed and ready for 24 Aug report 2017 - preparation of business case and funding agreement August 2017 - funding confirmed and received - project substantially complete; transport indicators to be developed for Feb 2018 report - agreed with ChristchurchNZ to produce this report in Jun and Nov 2018, with added transport indicators **design complete** **continuing work programme**
Canterbury Drinking Water Reference Group	Ongoing	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	COF	Bill Bayfield	- interim report to CEF 31 Oct 2016 - progress report to CEF 3 Feb 2017 - reported to CMF 26 May 2017 - submitted to Inquiry 21 July 2017 - reporting to COF from 2018 - to report to CMF by 31 May 2018 **continuing work programme**
Stormwater management planning and consenting	Ongoing	CEF established a regional stormwater forum in 2014 to improve environmental and community outcomes from urban stormwater network discharges	COF	Regional Stormwater Forum	- reported to CEF 31 Oct 2016 - reported to CEF 24 Feb 2017 - reported to CEF 31 July 2017 - group incorporated into and reporting quarterly to COF **continuing work programme**
Contaminated land shared services	Ongoing	- deliver contaminated land technical support shared services to all councils - monitor development of NES - report progress by May 2017	CPF	Bill Bayfield	- funding model likely to be reviewed as a result of report to CEAG Oct 2016 - ECan submitted on the draft NES 14 Oct 2016 - reported to CEF Feb 2018 and revised funding model agreed **continuing work programme**
Refresh and relaunch the CREDS	30 June 2017	- re-visit and revise priority actions for 2016 - identify opportunities to align and integrate the Strategy with the Christchurch Economic Development Strategy	CMF	Lead Mayors	- lead Mayors agreed 27 Jan 2017 - workshop with CREDS reference group 23 Feb 2017 - funding proposals submitted to Regional Growth Programme Apr 2017 - refreshed CREDS launched 23 June 2017 **complete**
Long-Term Plan working group	Jun 2018	identify opportunities to work together in developing 2018–28 Long-Term Plans (e.g. population analysis, infrastructure strategies, financial strategies, levels of service, consistency of presentation) – building on collaboration on 2015–25 LTPs	CPF	David Ward	- working group met 22 Nov 2016 and reported progress to CPF 2 Dec 2016 - reported to CEF 3 Feb 2017 - reported to CEF 8 May 2017 - reported to CEF 31 July 2017 **complete**

Build on Canterbury Maps shared service	Ongoing	• continue bi-annual survey to inform future development and improvements from users • improve data sharing and update methods for TAs and other partners contributing data to combined datasets • build of 3D tools to enhance user experience by September 2017 • build an all-of-Canterbury e-Plan application to include all regional and district plans • build property search tool – phase II by June 2017 • identify and develop TA-specific applications	CEF	Bill Bayfield	• this work programme is well established as 'business as usual' and now reports quarterly via Chief Information Officers to the CCF • **continuing work programme**
Health and safety collaboration	Ongoing	• re-constitute the 'virtual team' as a regional working group reporting to CEF • the existing team to prepare terms of reference for consideration by CEF	CEF	David Ward	• interim report to CEF 31 Oct 2016 • ToR agreed by CEF 3 Feb 2017 • reported to CEF 8 May 2017 • reported to CEF 31 July 2017 • **continuing work programme**
Valuation and rating services	30 Jun 2018	• establish a valuation and rating programme management group to develop and lead a programme of work to further evaluate opportunities for shared valuation and rating services and progress them	CEF	David Ward / Bede Carran	• initial investigation (Ernst & Young) reported to CEF 29 August 2016 and funding approved for stage 2 • reported to CEF 31 Oct 2016, 3 Feb 2017, 31 July 2017, 30 Oct 2017, 12 Feb 2018, 30 April 2018 • CEF agreed 30 Apr 2018 not to proceed with expanding an existing system or introducing a new system; Rating Officers Group (ROG) to take a collaborative approach to enhance valuation and rating services and mitigate identified risks • Mayoral Forum agreed May 2018 that ROG report to Corporate Forum • **continuing work programme**

Public Records Act (PRA) Information and Records Management	Ongoing	• establish a regional PRA Executive Sponsors Working Group to facilitate regional leadership and support for strategic information and records management across the Canterbury region
		  o establish working group structure and administration, and finalise draft ToR for report to CCF by 12 March
		  o final ToR approved by CEF 30 April 2018
		• raise the profile of PRA obligations across CMF and CEF
		• by 31 July 2018, develop a continuing work programme for 2018–19 for information and records management by Canterbury councils
			CCF	David Ward	• proposal and draft terms of reference discussed and endorsed by CCF 29 Jan 2018 and CEF 12 Feb 2018
					• working group established and meetings underway
					• final terms of reference approved by CEF 30 Apr 2018
					• **now a continuing work programme**

Building control and regulatory co-ordination	Ongoing	• investigate and progress joint processing and shared resourcing standards, and shared regulatory provision (including food and alcohol licensing)	COF	Hamish Dobbie / Andrew Dalziel	• this is being progressed in the north and south of the region, with MBIE • MBIE has discontinued this project • CEF reviewed 31 July 2017 and will discuss with Operations Forum in Oct 2017 for report to CEF 30 Oct 2017 • CEF agreed 30 Oct 2017 to establish a working group of senior regulatory managers (RMA) reporting to the Policy Forum • Compliance, Monitoring and Enforcement working group met 2 Feb 2018 and reported to CPF (non-RMA regulatory managers report to COF) • **now a continuing work programme**

CANTERBURY REGIONAL ECONOMIC DEVELOPMENT STRATEGY
CANTERBURY MAYORAL FORUM

PROGRESS REPORT: October 2018

VISION …. A STRONG REGIONAL ECONOMY WITH RESILIENT, CONNECTED COMMUNITIES AND A BETTER QUALITY OF LIFE FOR ALL

Objectives: 2017 - 19

- Position the Canterbury region for long-term, sustainable prosperity
- Complete/progress earthquake recovery and rebuild in greater Christchurch and in North Canterbury, attract and retain businesses, capital, skilled workers, students and visitors
- Strengthen and capitalise on interdependencies between the Christchurch and Canterbury economies.

The story of the CREDS

Advocating on economic and social development opportunities for Canterbury was a commitment in the Canterbury Local Authorities' Triennial Agreement for 2013–16. This commitment has been re-affirmed in the Triennial Agreement for 2017–19.

Key drivers are demographic trends, particularly the region's ageing population, and a sense of urgency about positioning the region's underlying economy for when earthquake recovery and rebuild cease to inflate economic activity and employment.

Integrated regional transport planning

Digital connectivity

Freshwater management and irrigation

Education and training for a skilled workforce

Newcomer and migrant settlement

Value-added production

Regional visitor strategy
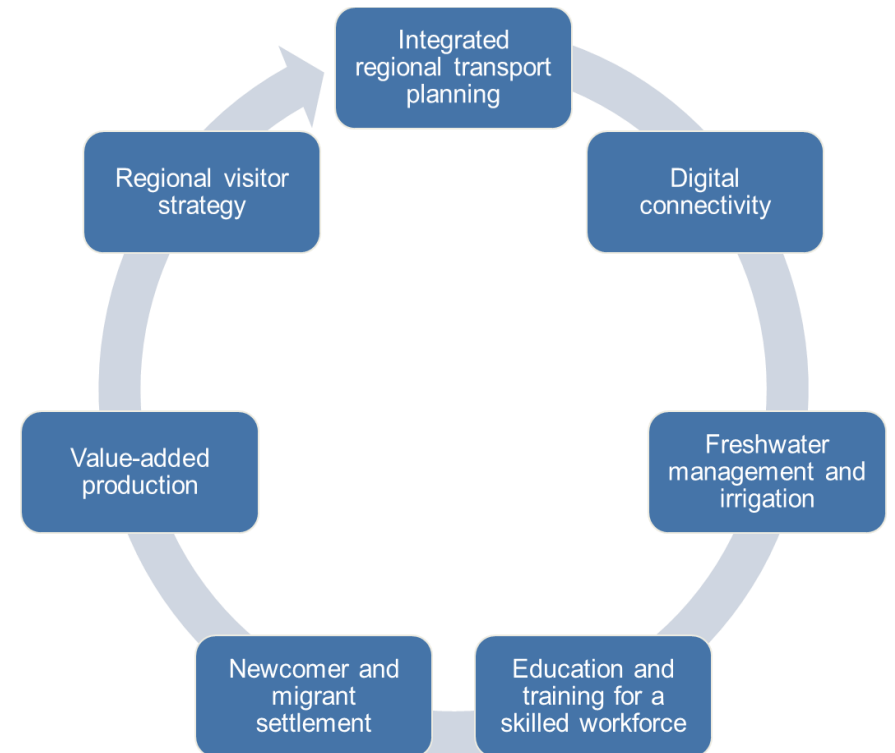
Seven priority work programmes

In February 2017, the Mayoral Forum and CREDS reference group re-affirmed the relevance and strategic importance of the seven CREDS work programmes initiated in 2015.

INFRASTRUCTURE, REGULATION AND INVESTMENT

1. Integrated regional transport planning and infrastructure investment
2. Digital connectivity: extension and uptake of fast broadband in rural areas
3. Freshwater management and irrigation infrastructure.

HUMAN AND SOCIAL CAPITAL

4. Education and training for a skilled workforce
5. Newcomer and migrant settlement: skilled workers, cohesive communities.

WORKING WITH INDUSTRY

6. Value-added production
7. Regional visitor strategy

Project overview: 11 total projects, 10 projects have commenced, 1 project completed, 0 projects parked, 0 projects yet to commence.

Indicator: 🟢 On Track 🟡 Some issues but not critical 🔴 Substantive issues with remedial action required.

PROJECT	LEAD AGENCY / AMOUNT	KEY OUTCOMES / DELIVERABLES	UPDATE AND NEXT STEPS (UPCOMING MILESTONES)	INDICATOR	RECOMMENDED ACTION
1. **REGIONAL TRANSPORT** Strategic policy analysis and advice to accelerate progress on work programme priorities and co-ordinate a stocktake of the resilience of the roading network in Canterbury **TIMELINE** **30 September 2018**	**Environment Canterbury** **$100,000**	**The CREDS Regional transport work programme objective is to ensure that integrated transport planning occurs across all modes (air, rail, shipping and road transport) that:** • *prioritises a resilient transport network* • *enables the efficient movement of people and freight into, out of and within the Canterbury region* • *improves social connectedness and wellbeing, supports visitor strategies and improves road safety.*	• Darren Fidler appointed Sep 2017 • Monitoring indicators agreed with Regional Transport Committee (RTC) and are now published quarterly on the Environment Canterbury website https://www.ecan.govt.nz/your-region/living-here/transport/regional-transport-planning/regional-land-transport-scorecard/ • Freight modal shift phase 1 (scale of opportunity) complete. • Freight modal shift phase 2 (assessment of opportunity and development of action plan) continuing, delivered by a Stantec led consortium. Project elements completed include industry engagement (25+ stakeholders), issues and opportunities documented, environmental cost of each mode in NZ analysed, case studies for further analysis developed with project completion due December 2018. Project co-funded across South Island regional councils. • Resilience stocktake – collaboration with NZTA, NIWA, Lifelines group, AF8 group and local authorities has identified a number of options for understanding the level of exposure to hazards and the consequence of this exposure across Canterbury. Working with NZTA and local authorities to establish the most appropriate way in which to collate this information for the transport networks in the region (options include use of Canterbury Maps, NZTA MapHUB, RiskScape). • The RTC will continue to explore how to fully implement the GPS, with it now being unlikely that the signalled	🟢	Not required.

			second stage GPS will be produced. Considerations include the balance of transport activities across the region and the fit with the strategic priorities in the GPS, as well as taking advantage of a Targeted Enhanced Funding Assistance Rate from NZTA (NZTA funding 75.5% of investment totals compared to the standard 51%).		
			• NZTA has taken up South Island RTC Chairs tourism initiative, and work is complete on a visitor flows study undertaken by an independent researcher – see https://www.nzta.govt.nz/assets/resources/650/650-understanding-current-and-forecast-visitor-flows-to-the-south-island.pdf. This work will be aligned with the Mayoral Forum's work on a South Island Destination Management Plan.		
2. YOUTH TRANSITIONS Expand pilot programmes developed by Aoraki Development to support youth transitions to further education, training and employment in South Canterbury and Ashburton **Timeline** **31 December 2018**	**Aoraki Development** **$130,000 plus up to $100,000 for web/app**	The CREDS Education and training work programme objectives are: ▪ *business, education and local government sectors are aligned, working together to make Canterbury a great place to study, live and work* ▪ *Canterbury has an appropriately skilled and educated workforce* ▪ *education and training institutions deliver an integrated education programme that maximises benefits to the institutions and to Canterbury.* Funding has been used to engage a contractor for 12 months to facilitate and co-ordinate (in partnership with MSD and MoE) an expansion (with evaluation) of programmes piloted in Timaru to at least one other centre, working with the region's businesses, Aoraki Development and other economic	▪ Contract with Ministry of Social Development agreed December 2017. Milestone reporting occurs directly between fundholder Ministry of Social Development and supplier Aoraki Development. **Year One Achievements** ▪ Significant commitment to date from schools – 4,815 interactions with students (yr 9 -13 students, parents, teachers and careers advisors. ▪ 208 businesses committed – across variety of local businesses and industry sectors. ▪ 25 yr 12/13 students now with transition plan with 20 matched with fully inducted mentors. Working with remaining five Waimate High School students to match with Waimate based mentors. ▪ Recent event highlight – 650 students from 9 South Canterbury secondary schools attended an Employment Expo in Temuka. ▪ Nationwide exposure of this project in the September issue of the Education Gazette – refer "Career Pathways" article. ▪ Activity to date has resulted in gateway placements, work experience, dual pathways, internship, part & full-time employment.	🟢	Not required.

		development agencies in Canterbury, secondary schools, tertiary education organisations, chambers of commerce, and businesses, and leveraging MSD's existing work with Te Rūnanga o Ngāi Tahu on NEET issues.	▪ Valued relationships established with Ara, Ministry of Social Development, Ministry of Education, and Skills. **Year Ahead** ▪ Rollout into Ashburton progressing with Mayor and two secondary schools. ▪ Operational funding recently extended for 2018/19 year by Ministry of Social Development. ▪ MyNextMove website development almost complete with soft launch to selective group of students/parents and career advisors in November. Benefits include: 　•personalised logins & transition plans 　•local business and industry info and connections 　•events calendar and survey capability 　•data collection & monitoring i.e. Ministry of Social Development, Ministry of Education, TEC 　•mobile interactive.		
3. **CONTRACT MANAGEMENT – CREDS PROJECT MANAGER** Provide contract and project management across all work programmes and support lead Mayors with CREDS implementation **Timeline** **31 March 2019**	**Environment Canterbury** **$150,000**	Key outcomes: ▪ *Provide contract and project management across all Canterbury Mayoral Forum work programmes and* ▪ *Support lead Mayors with CREDS implementation.*	▪ CREDS Project Manager commenced role on 8 January 2018. ▪ PGF Application seeking funding to extend term of Project Manager's contract expiry date beyond 31 March 2019, is being considered by MBIE.	🟢	Not required.

4. **INDICATORS MONITORING REPORTING** Develop outcomes / indicators and create a publication design that can be maintained and updated for further publications **Timeline** **31 December 2017**	**Christchurch NZ** **$10,000**	This funding will be used to achieve the following: ▪ further develop indicators for CREDS work programmes, specifically for Regional transport (with NZTA) ▪ design a template for more effective presentation and communication of CREDS indicators.	▪ Complete.	🟢	Not required.
5. **DIGITAL CONNECTIVITY: 4G MOBILE AND BROADBAND MAPPING and UPTAKE PROJECTS** a. Mapping remaining coverage gaps in rural Canterbury b. Analysing gaps for economic / social assessment c. Promoting benefits to businesses through take up of digital technology – by way of case studies published through various media channels d. Supporting lead Mayor with advocacy / facilitation **Timeline** **31 December 2019**	**Timaru District Council**	Rural Canterbury generates much of the prosperity for the region but has suffered from a 'digital divide' between town and country. Fast broadband and addressing mobile 'black spots' is critical to the economic and social development of our region. For Canterbury to be fully connected, the following needs to be put in place: ▪ infrastructure – an integrated, resilient network that provides fast broadband and mobile phone coverage to every farm and community in Canterbury ▪ retail packages that are fit for purpose and affordable ▪ uptake and use of digital technologies and online services to increase economic productivity and improve social and environmental outcomes.	▪ Funding Agreement between ECan (acting on behalf of the Canterbury Mayoral Forum) and MBIE signed. **A. Mapping remaining coverage gaps in rural Canterbury** ▪ Contract awarded to SQUIZ Limited – project manager (Chris Connell) is well known to Timaru District Council and is also an appointee to the Ministerial Advisory Group for the Digital Economy and Digital Inclusion alongside Mayor Damon Odey. Project scope and approach methodology confirmed. ▪ Crown Infrastructure Partners (CIP) are due to announce the next round of Rural Broadband Initiative (RBI2) extensions and roll-out. (We understand Cabinet has approved funding and is awaiting media release by responsible Ministers). Up to this point, CIP and sector providers have not been openly sharing information – nor are they required to do so. This limits the ability for new sector entrants such as Wireless Internet Service Providers (WISP's) or other commercial service providers to make commercial viability decisions to deploy capital and resources to new areas. On announcement of the new extensions and rollouts, we will be able to obtain all the updated datasets from CIP, Spark, Vodafone etc. to identify those areas in Canterbury which require some other form of connectivity.	🟢	Not required.

B. **Promotion of benefits to businesses through take up of digital technology**

▪ Contract for Services signed with former STUFF South Canterbury editor Stuart Oldham.

▪ First interim report received. Key matters for noting:

Sources

- There is broad support for this project from key sources in the rural and business sectors. Among others, Industry groups including Young Farmers, Irrigation NZ, Federated Farmers, TUANZ, regional economic development agencies, Chambers of Commerce, WISP's and Lincoln University have indicated a willingness to assist.

Publication support

- There is in-principle support to publish work associated with the project from the following multi-platform media organisations:

  ➢ Stuff (principally Timaru Herald. The Press (TBC)
  ➢ Allied Press (Rural Life, Timaru Courier, Ashburton Courier, Oamaru Mail, The News North Canterbury)
  ➢ Ashburton Guardian (Dairy Focus, Guardian Farming, Selwyn App, Timaru App, Oamaru App)
- Kaikoura Star (now owned by Greymouth Star) wants to use copy for advertising features)
- Rural News.

Storyline / case study material will be available to all Councils for publication on their websites and media channels.

There is also an opportunity to publish the stories to a stand-

Next steps

- Complete all "digital hero" case studies / stories. 15 completed predominantly profiling Mid / South Canterbury. Remaining content will ensure there is a focus on Kaikoura, North Canterbury, Selwyn and MacKenzie / Waimate areas.
- A verbal update will be provided at the meeting.

Digital Connectivity – Waimate Proposal

The Mayoral Forum will recall that this proposal was put forward to Minister Curran with the response to rewrite it and submit it to MBIE as part of the Provincial Growth Fund process. We are aware that the proposal has received favorable support from MBIE indicating that it "sufficiently meets the primary and secondary objectives of the PGF" and requesting additional information as part of the Application stage. This information refers to elaboration of three technical points relating to Alpine Energy. (The secretariat is providing assistance to Alpine Energy to progress this).

| 6. **JOB READY – PROGRAMME EXPANSION**

Expand programme to match and mentor international students trained in New Zealand to employment in export-facing businesses – all of region, focusing on South Canterbury and graduates at NQF L7+ | **Christchurch NZ**

$40,000 | **The CREDS Education and training work programme objectives are:**

- *business, education and local government sectors are aligned, working together to make Canterbury a great place to study, live and work*
- *Canterbury has an appropriately skilled and educated workforce*
- *education and training institutions deliver an integrated education programme that maximises benefits to the institutions and to Canterbury.* | - **Contract for Services with Christchurch NZ signed 23 February 2018.**

First interim report received. Key matters for noting:
KPI's
• 160 students have completed the Job Ready Programme by end of first as at 30 June 2018. From those 160, 55 are in internships with 80 in paid employment.
• 38 International Students have been placed in regional Canterbury as part of the CREDS Funding Agreement (KPI target is 40). However, there remain two unfilled
• opportunities (as of 30 June) so target may be met. Christchurch NZ remain confident it will be able to make up the shortfall in the second year of the contract.
Key Learnings | 🟢 | Not required. |

Timeline **30 June 2019**		This funding will be used to expand the Job Ready Programme in Timaru (40 students per year, for two years).	• **Collaboration with universities** - trialled seminars at tertiary in collaboration with careers services at Lincoln University. Highly successful and planning on more at Lincoln/Ara and University of Canterbury (UC). • **Business capability -** SME's in the region consistently not capable of engaging with tertiary and young graduates. When engaging one on one through the Job Ready Programme, they learn to become capable. • **South Canterbury SME's -** While placements were achieved in Fonterra and Oceania through the Chamber relationship, Christchurch NZ weren't able to gain a foothold in the SME market in a region with low unemployment. **Changes to implement** • General - moving from Job-Ready to Talent Hub involving 1) Internship Programme similar to Job-Ready 2) Business Capability Building 3) Student Capability Workshops and Seminars 4) Tertiary Capability Consulting and 5) a Digital Platform. • South Canterbury - need to spend more time gaining the trust and advocacy of member and regional organisations in order to create a lasting talent pipeline between the public tertiaries and SME's in the region. **Media** • Media release on an international student who supported a local business to commercialize product in the China market. The release includes a video on the Job Ready Programme and the business's CEO telling other businesses about the value of working with international graduates and the benefits of Christchurch City's Internship Programme. https://www.christchurchnz.org.nz/news/intern-helps-christchurch-company-crack-china-market/		
7. IMPROVING PRODUCTIVITY **a.** Investigate new value-add market opportunities that the region is well placed to take advantage	**Christchurch NZ** **$1,000,000**	A specific objective for the Value-added production work programme is that planning and consenting processes, and infrastructure managed by local government enable value-added production in Canterbury; i.e. focusing on what local government	▪ Funding Agreement between ECan (acting on behalf of the Canterbury Mayoral Forum) and MBIE signed. ▪ Project scope descriptions and deliverables within the MBIE Funding Agreement, have been redrafted with input from ChristchurchNZ and University of Canterbury as the key organisations driving the	🟢	Not required.

of, to improve productivity and create higher living standards; e.g. niche markets, particularly in China / South East Asia, and b. 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 **Timeline** **30 September 2022**		can contribute to value-added production. The funding will be used to: • investigate further the global demand side of regional value-add opportunities, to improve productivity and create higher living standards. N.B. this is not engaging with CRIs or Public Research Organisations around commercialisation or supply side initiatives, which is the domain of the Lincoln Hub and other entities, but rather an outward-looking investigation of niche market opportunities for the region, particularly in China / SE Asia. • consult and engage with other South Island EDAs, councils and Mayoral Forums – with central government mandate and support – for the creation of a virtual economic policy unit/function, to support economic development strategy and implementation across the South Island. There are some critical common issues where the South Island is best viewed as a single market (e.g., tourism, transport, infrastructure, water). Three joint South Island EDA sessions were held last year – this proposal builds on that, and on the experience of the Mayoral Forum in creating the Canterbury Policy Forum in 2013.	delivery of these projects. Contract for Services scope and deliverables agreed with ChristchurchNZ and University of Canterbury. ▪ As the project duration is over a four – five-year duration, the project scope has been redrafted to ensure that the project working groups are not constrained with regard to exploring opportunities around different products and markets. ▪ The Steering Groups will be convened by Mayor Rowley. Following an open RFP process, David Rendall & Associates have been awarded the contract for Stage I of the project. (Contract for Services signed). ▪ First Inception Report completed. Project brief and approach methodology confirmed. Monthly meetings between Working Group and consultants confirmed – first meeting held 19 June. ▪ All District Workshops now completed. Purpose of workshops is to Identify key challenges and opportunities to increase sustainable productivity and value add in the agriculture (including agri tech) sector. Workshops were well attended with valuable input from participants. We acknowledge the participation and leadership of Mayors attending these events. ▪ Regional Workshop to validate draft Roadmap and / or change future direction / opportunities, was held at Lincoln on 17 October. Final draft report including Roadmap (outlining opportunities and next steps) will be reviewed by Steering Group on 14 November. ▪ Summary to be presented to Mayoral Forum at the next meeting on 7 December.		
8. **HIGH VALUE MANUFACTURING**	**University of Canterbury**	A specific objective for the Value-added production work programme is	▪ Refer "Improving Productivity".		Not required.

Work across the Canterbury Tertiary Alliance and with the Lincoln Hub, CRIs and Callaghan Innovation to connect industry needs to research and accelerate knowledge translation to high-value production and manufacturing for export Timeline – June 2017 to June 2018 **Timeline** **30 September 2021**	**$450,000**	that planning and consenting processes, and infrastructure managed by local government enable value-added production in Canterbury; i.e. focusing on what local government can contribute to value-added production. This investment will part-fund a co-ordination position (based at the University of Canterbury), to work across the Canterbury Tertiary Alliance (Canterbury University, Lincoln University (including the Lincoln Hub) and Ara Institute) and with CRIs as appropriate to connect industry needs to research and to accelerate knowledge translation to high-value production and manufacturing for export. This project will be driven by industry engagement, but two indicative examples of potential areas for connection and co-ordination are: ▪ under the Montreal Protocol, the use of methyl bromide is to be banned for log exports from 2020 (phase-out of ozone-depleting substances), so industry urgently needs alternative methods of pest control – this also relates to biosecurity and climate change adaptation and mitigation generally ▪ new generation fertilisers are needed that comply with nutrient limits set by Environment Canterbury through the Canterbury Water	🟢	

		Management Strategy in RMA regional and sub-regional plans – this has both regional and national application.			
9. **VISITOR STRATEGY** Work with KiwiRail and other relevant agencies to develop a robust assessment of the business case for reintroducing tourism passenger services south of Christchurch – and to support the regional visitor strategy **Timeline** **31 December 2018**	**Timaru District Council / KiwiRail** **$50,000**	A specific objective for the Visitor strategy work programme is to grow 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. This also relates to the CREDS Regional transport work programme, with its objective of integrated transport planning across modes (air, rail, shipping and road transport) that: • *prioritises a resilient network* • *enables the efficient movement of people and freight into, out of and within the Canterbury region* • *improves social connectedness and wellbeing, supports visitor strategies and improves road safety.* This funding will be used to engage a consultant to work with KiwiRail on an indicative business case for reintroducing tourism passenger services south of Christchurch (Christchurch–Invercargill rail corridor) with initial emphasis on the Christchurch–Dunedin sector. The business case will refer to and build on earlier work, including: • a report on National passenger rail network development (Kiwirail, 2010) undertaken by Boulter Consulting and	▪ Project scoping workshop on 8 March 2018 with KiwiRail, NZTA, Ministry of Transport, Treasury facilitated by MBIE. Key message: KiwiRail has advised that apart from the existing TransAlpine, TransCoastal and Northerner services, they are not in the businesses of developing new passenger routes where they take on the role of marketer, operator, and network provider i.e. carry the full end to end risk. KiwiRail will maintain the existing passenger service routes and will work with event managers and charter operators who are prepared to take on the financial risk of promoting an event and where KiwiRail's role would be as a "service for hire" only i.e. provide the engine and passenger carriages, drivers etc, and the access to the rail network. ▪ Project scope has needed to be reviewed a number of times pending buy-in from Kiwirail and MBIE on the final project scope. Following a closed RFP process, Visitor Solutions has since commenced project work. (Contract for Services signed). New project scope now confirmed – signed off with MBIE. ▪ Despite reporting record passengers on its TransAlpine and Northerner services indicating that there is a growing segment of the visitor and travel market that prefers this slower mode of travel, KiwiRail has no intention of introducing additional scheduled passenger services without hard evidence that there is a market and a viable proposition. The new project scope will provide tangible evidence on whether there is a market for passenger rail services south of Christchurch, be it predominantly tourism driven and possibly at a scale which might support say, up to three return trips to Dunedin each week. On the basis that a market segment is confirmed, the next step is to research any barriers for putting an	🟢	Not required.

			MBIE's 2016 review of Tourism infrastructure – highlighting limitations including lack of long distance passenger rail capacity.	operation in place.		

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- Research is evidencing market interest in a tourism route linking Christchurch to Dunedin focused around cycle tourism, visiting cruise ships, and visitors looking to complete a 'South Island loop' linking up with popular tourist destinations and existing transport infrastructure.

- Meeting with Dunedin Rail Services to discuss rail service concept and options. They are open to opportunity (on the basis that it is commercially viable and is positive for Dunedin and Otago) and will assist consultants with validation research.

- Draft options review paper under completion for consideration initially with secretariat, and once finalized, then for Mayoral Forum and KiwiRail.

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Project	Funder / Funding	Outcomes	Progress	Status	Notes
10. CANTERBURY BRAND STORY Work with ChristchurchNZ to deliver a validated Canterbury story, integrated and aligned with the Christchurch story, the production of a promotional video for Canterbury story, and develop a network of committed funders for ongoing asset development **Timeline** **31 December 2018**	**ChristchurchNZ** **$110,000**	Key outcomes: - *promoting a shared, region-wide brand story* - *greater efficiencies by leveraging the marketing resources of the region as a whole* - *responding more powerfully as a region to increased competition from other place brands* - *helping to accelerate the transition from a traditional to a broader and more progressive economy* - *enhancing the value of what the region produces through a Canterbury source-of-origin association (provenance marketing).* Funding is for the following:	- Funding Agreement between ECan (acting on behalf of the Canterbury Mayoral Forum) and MBIE signed. - Project scope and draft Contract for Services now confirmed with ChristchurchNZ. Canterbury Employers Chamber of Commerce (CECC) has offered to work with the project team during the third phase of project – promotion and leveraging the brand with businesses. - Canterbury brand story will align and leverage off the Christchurch story process. **Asset Library – Images and Video** - The asset library project is progressing. This is where all Christchurch and Canterbury brand story images for all audiences will be housed. - The software Brand Kit is being used (can house imagery, video, presentations, infographics etc.) as per Canterbury Story requirements. This is the same software used by Tourism NZ, and EDA/RTO agencies. - A number of video projects are being progressed within ChristchurchNZ including the Christchurch Narrative video. ChristchurchNZ is working to achieve	🟢	Not required.

		• development of media images and video production – particularly of Canterbury business / industry. • video production to tell the story, in a style aligned to the video of the Christchurch story. • Contracting a resource for 6 months to work and fundraise for the ongoing development and use of both the Christchurch and Canterbury brand stories to promote Canterbury as the preferred destination to work, live and invest.	significant cost efficiencies by filming the Christchurch and Canterbury brand story concurrently. **First Cut Canterbury Brand Story** ▪ ChristchurchNZ presented the first cut Canterbury brand story to the Mayoral Forum on 7 September. ▪ As part of the validation process and promotion of the brand toolbox to businesses, Christchurch NZ is inviting feedback from the Mayoral Forum in terms of identifying those businesses and organisations within their districts that Christchurch NZ needs to approach and work with.		
11. NZ AGRICULTURAL SHOW - INNOVATION PAVILION Work with NZ Agricultural Show (formerly Canterbury A&P) to establish an Agri-science and Innovation Pavilion which is able to draw together a number of key industry stall holders to promote and showcase innovative technology initiatives and has the ability to grow the profile of Canterbury as a high-tech region. This becomes the opportunity to attract highly specialist individuals, business and investment	**NZ Agricultural Show** **$35,000**	*Key objectives for Canterbury Mayoral Forum* ▪ *Grow the profile of Canterbury as a high-tech region by showcasing innovative technology initiatives promoting the region as the preferred place to work, live and invest.* ▪ *Confirm industry partners and develop a programme of workshops, panel discussions, and best practice case studies, to showcase regional innovative technology initiatives stories over the three-day duration of the Show.*	▪ Scope of project agreed with Canterbury A&P event management. ▪ Business case approved by MBIE in March. Funding Agreement received with funding conditional on the confirmation of the other anchor tenants in the pavilion, and confirmation all funding required for delivery of the project is secured. These conditions have now been met. ▪ Following consideration by ECan Executive to the resourcing of a key site within the Pavilion, it has been determined that this is not optimal forum to showcase ECan / Mayoral Forum key projects. ▪ Key pavilion site-holders confirmed include MPI, BLINC (formerly Lincoln Hub), Irrigation NZ and KPMG. BLINC is now promoting the innovation programme workshops to be held in the pavilion – refer https://mailchi.mp/1586b6537fb6/save-the-date-11th-september-next-blinc-innovation-series-breakfast-474663?e=63bd33ab67 ▪ The secretariat will work with the Event Manager to	🟢	Not required.

| into the region **Timeline** **31 December 2018**			ensure the Canterbury Mayoral Forum funding contribution for the Innovation Pavilion is acknowledged appropriately.		
12. SOUTH ISLAND EVENTS CALENDAR Development of an integrated and centralised event calendar accessed through a unique portal but available to all destination marketing and regional tourism organisations (RTO's) to promote all South Island major events **Timeline** **31 March 2019**	**ChristchurchNZ / Christchurch Airport** **$150,000**	Key outcomes: • *Ensure that at a regional level, tourism initiatives, strategies and products can be planned around major events* • *Inform infrastructure planning ensuring optimization of regional tourism marketing investments* • *Encourage collaboration and partnerships between tourism marketing and economic development organisations throughout the South Island* • *Development and implementation of an event by event planners, can be done in a coordinated manner and avoid competition occurring between major events happening on the same date.*	▪ Business case approved by MBIE in June and draft Funding Agreement received. Project scope and approach methodology now confirmed with Christchurch NZ. Awaiting signed Contract for Services from Christchurch NZ. ▪ Investigation into whether EventFinda could host and manage a shared event website has identified a number of issues which discount this option i.e. cost, coordination of events. ▪ This initiative is being incorporated into Christchurch NZ's internal project to develop a new on-line website for Christchurch NZ along with reviewing other digital on-line services and information it provides / will provide i.e. destination promotion with other South Island regional tourism organisations and work being done to develop a South Island Destination Management Plan.	🟠	Progress has been slowed due to reorganization within Christchurch NZ. However, with GM structure in place and project delegated to GM Marketing, Brand & Communications, we expect better progress given the natural alignment to the prioritized digital communication review now underway at Christchurch NZ.

NEW INITIATIVES UNDER DEVELOPMENT

13. SOUTH ISLAND DESTINATION PLAN Development of a South Island visitor destination management plan that: • recognises how domestic and international visitors flow through all our regions • identifies the infrastructure and attractions we need to cater for current and projected visitor flows – including identifying opportunities to encourage high-value, low-impact tourism; improved visitor dispersal through our districts and regions; and a wider seasonal spread • establishes agreed priorities for local and central government	**Consultant yet to be appointed / Inter-regional Steering Group** **$250,000**	Key Outcomes: • *quantify and understand current and projected future visitor flows (domestic and international) and analyse markets, visitor itineraries, visitor spend, occupancy rates and the current range of visitor experiences and known gaps* • *work with Regional Tourism Organisations (RTOs), District Tourism Organisations (DTOs), the Department of Conservation (DoC), Tourism New Zealand (TNZ) and the Tourism Industry Association (TIA) to review existing destination management plans and establish a set of core principles and objectives for a South Island plan that aligns with the Government's development of a national tourism strategy* • *understand visitor experience expectations* • *understand resident expectations of visitor activity ('social licence') and environmental limits to tourism growth* • *identify and prioritise current and projected future infrastructure needs to support sustainable*	• Inter-regional Steering Group established - comprising nominated Mayors from South Island Mayoral Forums, Regional Tourism Organisations and central government (MBIE, Department of Conservation). ▪ Application seeking funding of up to $250,000 completed and forwarded to MBIE for consideration. Terms of Reference and Request for Proposal documentation completed and signed off by Inter-regional Steering Group. ▪ The first face-face Destination Management Planning workshop has been scheduled for 21 November in Wellington to fit in with the next LGNZ Rural & Provincial Meeting (22-23 November). ▪ The workshop agenda will focus on the process and approach methodology for developing the South Island Destination Management Plan with consideration to aligned strategic work already in place or underway by a number of regions / districts, and the Department of Conservation. (We are aware that the Application was to be considered by the Senior Official Group on 25 October. The full agenda meant that it wasn't and will now be considered at the next meeting on 21 November. Whist the funding is not yet confirmed, the Workshop will proceed and we will use the opportunity for Inter-regional Steering Group members to meet prior to their LGNZ meeting as well as sending a positive message regarding the commitment of the Group to the project).	🟢	Not required.

infrastructure investment, and • ensures that tourism, and the infrastructure provided for tourists, benefits our communities and maintains a 'social licence to operate'. **Timeline** **31 July 2019**		*tourism, in terms of both visitor and resident expectations* • *form a strategic partnership with the Provincial Growth Fund for prioritised infrastructure investment by local and central government* • *identify other opportunities to work together between regions and with central government to ensure that South Island tourism is socially, economically and environmentally sustainable.*		

Glossary

MBIE	Ministry of Business, Innovation and Employment
MfE	Ministry for the Environment
MPI	Ministry for Primary Industries
NZTA	New Zealand Transport Agency
RTO	Regional Tourism Organisation
EDA	Economic Development Agencies
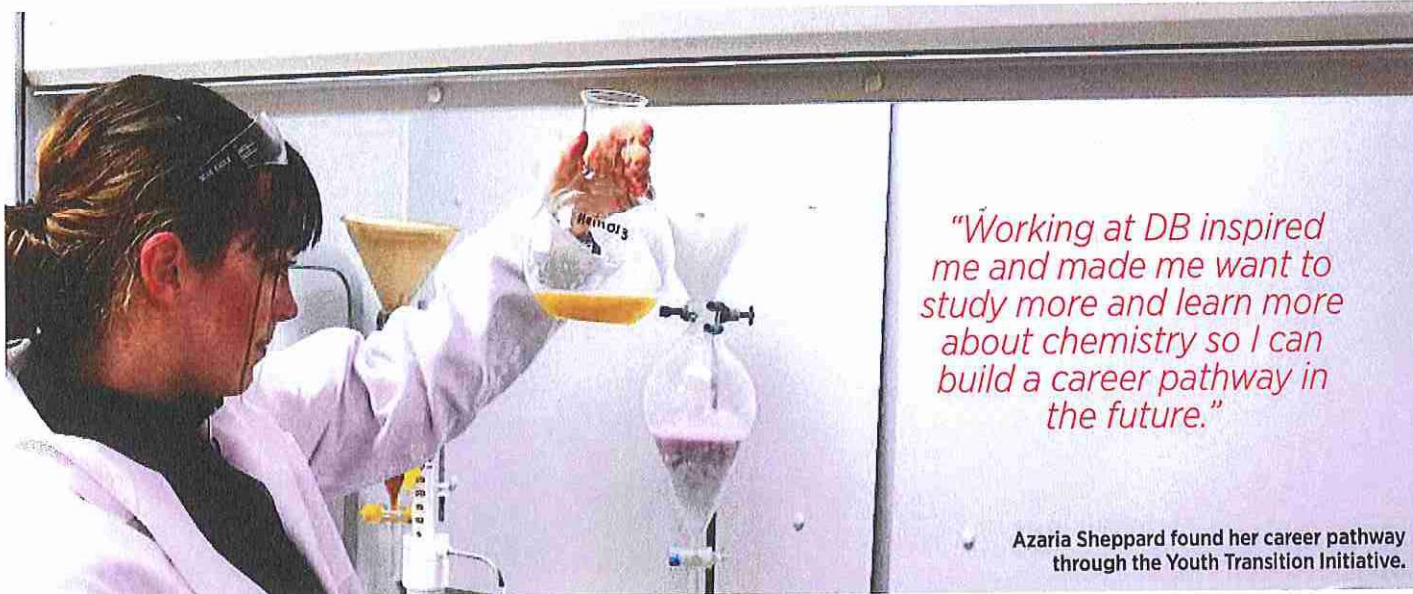
"Working at DB inspired me and made me want to study more and learn more about chemistry so I can build a career pathway in the future."

Azaria Sheppard found her career pathway through the Youth Transition Initiative.

Youth Transition Initiative helps students customise career pathways

Local businesses, training providers, schools and council in Timaru are working together to help young people connect to the world of work.

Azaria Sheppard has always loved chemistry, so she leapt at the opportunity to work as a lab technician at the end of high school last year.

Finding the right pathway after leaving school can be challenging. Azaria and a few of her peers were the first to take part in the Canterbury Youth Transition Initiative, a local programme which helps students, career advisers, teachers and parents connect to the world of work and find their career pathways.

"It started out with just a couple of us girls that wanted to have a gap year and this lady called Ginny from Aoraki Development, we just had a couple of meetings," says Azaria.

"I told her if I could find a job in chemistry which would help me in uni that would be perfect and so that's what I get to do now, which is awesome."

As a lab technician at DB Breweries, Azaria's job is to conduct experiments and make sure the company's products are safe for consumption.

Azaria worked at McDonald's while in Year 13, where she built a good work ethic and learned about being part of a team. It is likely she would have continued to work there full-time this year, if the opportunity to work as a lab technician had not been offered to her.

"I wouldn't have had the initiative to go out

and look at places and think that I was capable of getting a job in something I'm passionate about, so I probably would've just stayed at McDonald's. It's not something I was expecting, I didn't think that I'd get such a good job."

Getting real-world experience in her field of interest has also helped Azaria confirm that she wants to continue on to further study next year.

"When I was finishing high school I knew I wanted to go to uni but I wasn't really in the mood," she says.

"I didn't want to go back to school for another year, I was just tired of it, but working at DB inspired me and made me want to study more and learn more about chemistry so I can build a career pathway in the future. So that's done a whole lot inspiring me, and the people I work with are really helpful in planning my degree and everything like that as well."

Connecting businesses to schools

The Youth Transition Initiative forms connections between local businesses, training providers and schools. It is led by Aoraki Development, Timaru District Council's economic development agency.

Chief Executive Officer Nigel Davenport says connecting businesses to schools is important in a provincial area like the Timaru district because students may not be as aware of the different career pathways available to them.

The initiative facilitates a variety of sector days, career activity days, guest speakers, mentorship programmes and industry days out for students and teachers.

It also helps local businesses understand how the education system works, including aspects such as vocational pathways, dual pathways, NCEA and Gateway.

For some students, like Azaria, the programme has already resulted in employment, whilst a number have had work experience, holiday work and internships in a variety of industries.

The model is a collaboration which involves all the key parties, and is ultimately focused on the individual student, says Nigel.

"What is the best thing for them? What is the exposure, the education and excitement they need about careers that may be of interest to them and that they are passionate about?"

The South Canterbury Youth Transition Initiative is one of a number of initiatives that help young people see the world of work in different ways, says Ministry of Education Employer Liaison Manager Patrick McKibbin.

"To find out what helps most, we spend time connecting to organisations to understand how they help young people be successful," he says.

Date: 5 November 2018

Presented by: David Ward, Bede Carran and Bill Bayfield

Corporate, Operations and Policy Forums report

Purpose

1. This paper reports on the work of the Corporate, Operations and Policy Forums since August 2018

Recommendations

That the Canterbury Chief Executives Forum:

1. **provide an indication of interest in developing a shared database of LGOIMA (Local Government Official Information and Meetings Act 1987) requests and responses**

2. **advise whether councils are developing or purchasing their own apps, with a view to collaborating on this if at all possible**

3. **note the Operations Forum's support for the Natural Hazards working group to change reporting lines to the Policy Forum, but continue to be represented at the Operations Forum**

4. **agree to the Compliance, Monitoring and Enforcement working group to present the Canterbury strategic compliance framework at the Mayoral Forum's February 2019 meeting.**

Corporate Forum

2. A well-attended Corporate Forum met on 8 October. The main agenda item was opportunities for shared services:

    *   Environment Canterbury is developing its *digital strategy* (this was subsequently to presented to Chief Information Officers on 9 October 2018)

    *   David Ward (Chair, Corporate Forum) will progress discussion on scope and priority actions for *co-ordinated business continuity planning*

    *   Christchurch City will present its *climate change energy plan* to the Corporate Forum on 25 February 2019

    *   the Forum will consider *co-ordinated procurement strategies* at its February 2019 meeting – Ken Renz (Environment Canterbury) and Anne Columbus (Christchurch City) will share their procurement strategies

- David Ward and Anne Columbus will bring a proposal to the Corporate Forum's May 2019 meeting on options to collaborate on a combined searchable *legal advice database*

- the Corporate Forum agreed to invite the Operations Forum to assess the value of establishing a shared *Land Information Memoranda database*

- *shared cyber security* – Ken Renz will report back to the Corporate Forum's February 2019 meeting on the Association of Local Government Information Management (ALGIM) annual conference in November 2018, with further information on cyber risk mitigation insurance

- Anne Columbus will share Christchurch City's *risk management framework and policy* at the Forum's next meeting in February 2019.

3. David Ward agreed to ask the Chief Executives Forum for an indication of interest in developing a *shared database of LGOIMA (Local Government Official Information and Meetings Act 1987) requests and responses*.

4. A working group is investigating options for a *Canterbury councils' app* to 'push' information to ratepayers as well as receive requests for service from them (e.g. Snap Send Solve). The Forum asked the Chair to contact Canterbury Chief Executives to ask whether councils are developing or purchasing their own apps, with a view to collaborating on this if at all possible.

Operations Forum

5. The Operations Forum met on 8 October. Agenda items included:

- receiving a presentation from Gareth James (General Manager – South Island, Waste Management NZ Ltd) on waste minimisation and the future of recycling in New Zealand

- further discussions on the 3 Waters review, including receiving updates from discussions at the Chief Executives and Mayoral Forums, how to improve consistency of reporting across councils, and progress on the central government review being reported to Cabinet later this year

- updates from the Drinking Water Reference group, Engineering Managers, Health and Safety Advisory group, Natural Hazards working group, Regulatory Managers, and Stormwater Forum.

6. The Operations Forum would like to speak with Waste Managers Technical Officers Group and discuss how they could contribute to the Operations Forum. It was felt they had a valuable contribution to make, given the increasing importance the community places on waste minimisation. The Waste Managers group does not currently report into the regional forums structure, reporting to the Canterbury Waste Joint Standing Committee.

7. The Operations Forum also discussed the proposal from the Natural Hazards working group to request a change in reporting lines to the Policy Forum (to be discussed in agenda item 4). The Operations Forum agreed to support this recommendation to Chief Executives, but request the Natural Hazards working group continue to attend the Operations Forum due to the crossover of work between the two groups.

Policy Forum

8. The Policy Forum met on 19 October. Agenda items included:

    - a presentation from Cecilia Ellis (Environment Canterbury) on central government's Wellbeing approach and development of wellbeing indicators

    - an update on Biodiversity in the Canterbury region, including providing support for a refresh of the Canterbury biodiversity strategy

    - a presentation from Keith Tallentire (Greater Christchurch Partnership) on urban development

    - an update on regional policy training workshops and the CWMS 'fit for the future' project

    - updates from the Planning Managers, Climate Change, and Compliance, Monitoring and Enforcement working groups

9. The Compliance, Monitoring and Enforcement working group are currently developing a 'lifting our game' presentation alongside the Ministry for the Environment for elected members of councils. The presentation is to improve elected members understanding of the compliance, monitoring and enforcement roles of their councils, and to gain support for implementation of the Canterbury strategic compliance framework.

10. The Compliance, Monitoring and Enforcement working group are seeking support from Chief Executives to give this presentation to the Mayoral Forum at the February 2019 meeting before taking it out to councils.

Date: 5 November 2018

Presented by: David Perenara-O'Connell, Environment Canterbury

Biodiversity in the Canterbury region – update and next steps

Purpose

1. This paper provides an update on the ongoing biodiversity conversation through the Policy Forum and Canterbury Planning Managers Group and outlines a package of work to develop a collective approach to biodiversity management in Canterbury.

Recommendations

That the Canterbury Chief Executives Forum:

1. **note the content of this report**

2. **agree to support the outlined package of work**

3. **agree to a biodiversity paper being presented to the Mayoral Forum in February 2019.**

Background

2. Our native flora and fauna is a taonga that does much to define us as a nation. Good progress is being made in some areas of biodiversity management throughout New Zealand, aided by effective new technology and greater public, corporate and philanthropic attention to and investment in the environment. But business as usual will not be good enough if we are to maintain our unique indigenous biodiversity. It is under threat, and we are losing ground in many cases.

3. The Local Government New Zealand (LGNZ) thinkpiece, *Addressing New Zealand's Biodiversity Challenge*, released last year recommends five key shifts that need to be made to start addressing the biodiversity challenge. These include:

    *   the need for strong leadership and clarity of roles and responsibilities

    *   the need to agree where we should focus our efforts at national, regional and local level

    *   the importance of a national plan and delivering joined-up action across all players

    *   the need to understand what success looks like, and how to measure it

    *   the need for modern, fit-for-purpose frameworks, including legislation, to help achieve our goals.

4. The Policy Forum has had a number of discussions on the emerging significance of biodiversity both nationally and within Canterbury over the last 12 months. This included:

- background on the emerging significance of biodiversity at a national, regional and local level

- highlighting the important role of territorial authorities in meeting the biodiversity challenge

- updating the Policy Forum on Environment Canterbury's biodiversity content in the current Long-Term Plan (the 'step change')

- proposing that a refreshed Canterbury Biodiversity Strategy could be a key mechanism to drive a stronger regional approach to biodiversity for Canterbury.

A changing national, strategic context

5. The current Government is placing extra importance on biodiversity. National biodiversity policy is gaining momentum with initiatives from both the Ministry for the Environment and the Department of Conservation (DOC).

6. The Biodiversity Collaborative Group – the group tasked with drafting a National Policy Statement on Indigenous Biodiversity (NPSIB) – has now drafted and delivered recommendations to the Associate Minister for the Environment. Officials will continue to work on this in the coming months.

7. Alongside this, DOC will be reviewing the New Zealand Biodiversity Strategy 2000-2020 with the intent of providing refreshed over-arching national direction and aligning with the NPSIB. This will consider the five key shifts developed through the LGNZ thinkpiece and provide clarity of roles and responsibilities of all biodiversity players. DOC aims to deliver a revised strategy by December 2019.

Canterbury context

8. Canterbury biodiversity management requires a coordinated and cooperative approach from the many agencies and organisations with responsibilities for biodiversity, and from communities, individuals and landowners across the region. Figure 1 identifies some of the key roles and responsibilities. Environment Canterbury is focussed on freshwater habitats and the coastal marine environment, while territorial authorities have the role of managing terrestrial habitats.

9. Both Environment Canterbury and territorial authorities are generally active in playing their roles in biodiversity management, albeit to varying degrees – there is a lot of work happening across the region.

10. However, progress can be hampered by resourcing challenges, lack of clear priorities, poor alignment between players, and political willingness.

11. Councils have identified future projects that could support biodiversity outcomes. A co-ordinated approach with greater strategic alignment across the region could further

support the work being undertaken by councils in the region. Better data and monitoring would support better prioritisation and reporting at local and regional levels.
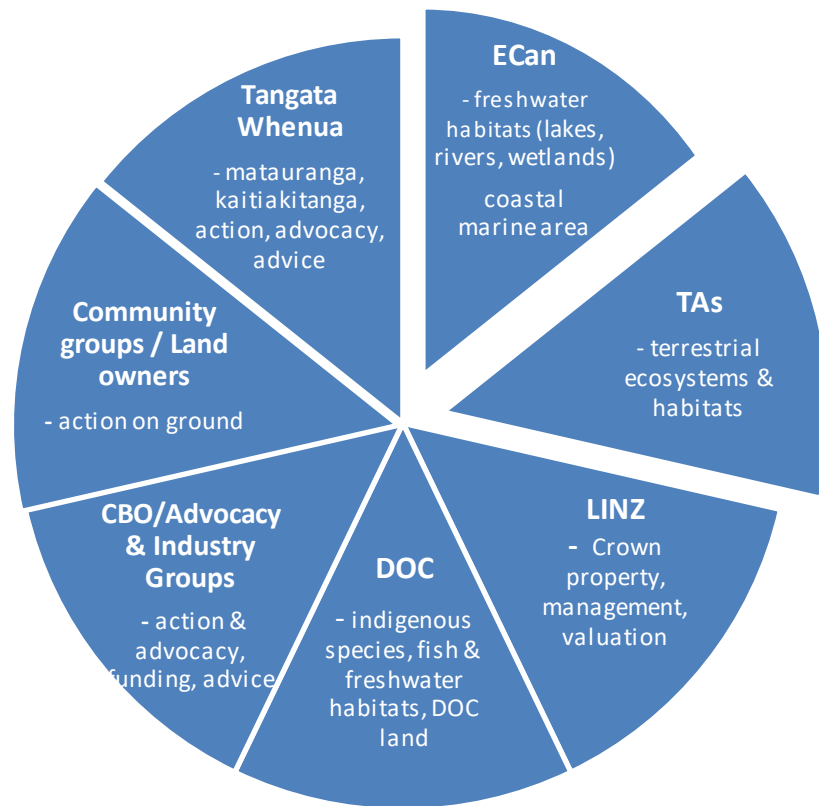

Figure 1 Roles and Responsibilities

The Canterbury Biodiversity Strategy

12. The Canterbury Biodiversity Strategy, released in 2008, established a strategic approach to biodiversity in the region with a vision to protect, maintain and restore Canterbury's indigenous biodiversity.

13. The 18 signatories include Environment Canterbury, eight district councils, two central government departments (LINZ and DOC) and Te Runanga ō Ngāi Tahu.

14. The strategy sets out a series of goals and targets that aim to halt the decline of biodiversity across the region, including on-the-ground action, monitoring, research and communications.

15. As it stands, the Canterbury Biodiversity Strategy is broadly aligned with national and local aspirations and initiatives, such as Predator Free 2050. It has also been incorporated into regional and district plans, policies, and related documents, and it is still referenced by agencies and NGOs in strategic documents and funding applications.

16. Environment Canterbury has recently engaged with the signatories to the Canterbury Biodiversity Strategy to understand:

- the value of the Strategy as it stands

- how they had implemented the Strategy

- challenges for the implementation of the Strategy/biodiversity protection in Canterbury

- their thoughts on the future of the Strategy.

17. Overall, the consensus from these discussions is that the Strategy's vision, goals, and high-level targets are still relevant, and the Strategy is valuable. However, it has been a challenge to give meaningful effect to the Strategy. Reasons for this include a change in political priorities, a lack of regional ownership and clear leadership, and, most of all, the lack of a clear implementation plan.

Developing a regional approach for Canterbury

18. As a region, we have an opportunity to set ourselves up to respond to the changing national strategic environment. A refreshed Canterbury Biodiversity Strategy and accompanying implementation plan would be a promising vehicle to drive this.

19. An implementation plan will be developed alongside the Strategy to bring together the existing workstreams of all players with better strategic links, ensuring alignment of work across the region to help achieve the goals of the Strategy. Territorial authorities will have a significant role to play in this.

20. A refresh also provides the opportunity to reassess *how* we collectively approach biodiversity management, including building relationships and working with landowners, the appropriate use of regulation, local flexibility and collective monitoring and data management.

21. Another key implementation challenge that will need to be addressed is the lack of a single point of ownership. The Strategy is a region-wide strategy, currently adopted by multiple agencies and organisations and there are more organisations for whom it could be relevant. The Mayoral Forum will likely be considered as an option for providing the necessary leadership to advance the Strategy, similar to the Canterbury Water Management Strategy.

22. Ultimately, successful delivery of the strategy and implementation plan could and should be the platform to tell a compelling story to seek and encourage greater external investment in biodiversity on behalf of 'Canterbury Inc.'.

23. The following package of work is proposed:

a. Refreshed Canterbury Biodiversity Strategy	• Streamlined process • Minor overhaul • Reaffirm existing support and gather additional support • Clear priorities • Clear roles and responsibilities
b. Implementation plan	• Bring together and make visible existing work across all players • Identify and programme new activities/interventions to address priorities • Identify gaps and resourcing shortfall • Identify plan to address gaps and resourcing shortfall
c. Governance and supporting structure	• Identify options for governance arrangements, e.g. Mayoral Forum • Identify options for implementation structure

24. Environment Canterbury are currently providing leadership on the above package, supported by a Canterbury Planning Managers Biodiversity subgroup. This structure will continue to drive the refresh process for councils. LINZ is on the subgroup and staff are endeavouring to include DOC in the near future so that all major deliverers are represented.

25. It is anticipated that the above package will be delivered in approximately 12 months. To achieve this, it will be important that Territorial Authorities provide information in a timely manner.

26. Regular updates will be provided Chief Executives, as required, through the Policy Forum. We also recommend that the Mayoral Forum is briefed on biodiversity across Canterbury given that it's emerging political importance, from a community level through to at a national level.

Next steps

27. Staff will progress the above package of work, led predominately by Environment Canterbury as well as through the Canterbury Planning Managers working group.

28. If Chief Executives agree, a biodiversity paper will be presented to the Mayoral Forum in February 2019 to highlight the changing national policy landscape and encourage political support for a regional approach.

Date: 5 November 2018

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

Infrastructure as a service – collaboration opportunities

Purpose

1. This paper follows on from the paper presented at the Chief Executives Forum on 30 October 2017 which identified the benefits of Councils taking a collaborative approach towards Infrastructure as a Service (IaaS). It is intended to embed the ability to collaboratively pursue IaaS opportunities in Canterbury.

Recommendations

That the Canterbury Chief Executives Forum:

1. **note the contents of this paper**

2. **agree that opportunities for IaaS collaboration be included as a regular item on the Canterbury CIO Forum agenda**

Background

2. The Technology Working Group identified early on that a significant barrier to collaboration was the ability and willingness of councils to collaborate in this space is the varying life-cycle and maturities of infrastructure across the region. This was largely based on the fact that the larger councils had already embraced or were in the process of embracing IaaS, and the rest of the councils were at varying stages of considering how IaaS would work for them.

3. IaaS is currently available to councils through All of Government (AoG) purchasing arrangements which are promoted on the basis that they offer better pricing than is normally available. However some councils and providers have indicated that better pricing may be available by dealing directly and that there are potential advantages through scale, implying that by collaborating councils may be able to negotiate a better price.

Moving Forward

4. The opportunity that collaboration in the purchase of IaaS presents will unfold over a timeframe which is dependent on individual council's readiness to adopt IaaS. There are already opportunities for councils who currently utilise IaaS to collaborate directly in

the purchase of these services and there are future opportunities for other councils to join these collaborative arrangements.

5. The Technology Working Group was largely made up of invited members of the Canterbury Chief Information Officers (CIO) Forum (which reports to the Canterbury Corporate Forum) and was focussed on the initial opportunity presented by the Spark/Revera/CCL collective approach.

6. Given that collaborative opportunities for IaaS will become apparent at a time that is specific to each council, it is proposed that it is appropriate to include it as a regular agenda item in the Canterbury CIO Forum in order to:

    *   provide an opportunity for those councils which already utilise IaaS to collaborate on purchasing arrangements

    *   provide information opportunities for those councils considering IaaS

    *   keep a watching brief on developments in this area.

Next steps

7. If the Chief Executives Forum agrees there is merit in the proposal to move forward, I will attend the next available Canterbury CIO Forum to provide background information and convey the resolution of the Chief Executives Forum.

Date: 5 November 2018

Presented by: Anne Columbus, Chair of Canterbury PRA Executive Sponsors working group

Canterbury Public Records Act (PRA) maturity assessment

Purpose

1.   To inform the Canterbury Chief Executives Forum of the results of the 2018 Canterbury PRA Maturity Assessment.

Recommendations

That the Canterbury Chief Executives Forum:

1.   **Note the results of the 2018 Canterbury PRA maturity assessment report.**

2.   **Note that some individual councils will need to consider their resourcing to support delivery of PRA obligations and improvements.**

3.   **Endorse the development of a work programme that focuses on lifting Canterbury's PRA maturity across PRA strategic planning, training, and change management for PRA education.**

Key points

2.   A Canterbury-wide Information Management (IM) maturity assessment has been completed (summary report attached) with key findings as follows:

- IM maturity across Canterbury councils is, on average, at a medium level (medium maturity and medium risk - further work required).

- The level of IM maturity in each council is reflected in the level of dedicated resourcing.

- While some individual councils have low levels of maturity in some IM activities, the level of effort required to lift the maturity is relatively low.

- Strengthening maturity in the areas of strategic planning and reporting will ensure that existing resources are used well and there is greater visibility in relation to what has been achieved and areas for further work/improvement.

- IM activities such as policies and procedures have a relatively high maturity level while other activities such as retention/disposal and reporting are relatively low.

- Most councils are managing to deliver IM business-as-usual services, but there is often insufficient capability or capacity to deliver one-off and/or longer term IM projects.

- Most councils have examples of good practice that can be shared across the region.

3. The Executive Sponsors group have agreed to focus on three priority areas for PRA maturity improvement over the next 12-18 months. These areas are: strategic planning, training to enable skills that can be used across all councils, and change management for PRA education. This group will continue to work with the Canterbury Records and Information Management (CRIMS) working group to develop a work programme in support of these priority areas, leveraging existing best practice and resources.

Background

4. Information and records are strategic assets at the core of public sector business and government accountability. They help organisations to plan for and achieve valuable and relevant short-term and long-term outcomes that benefit New Zealand citizens, business, government and the wider community.

5. Councils in the wider Canterbury region have been working together to understand and share ideas for managing public records and information effectively through the Canterbury PRA Executive Sponsors group and the CRIMS working group. This work supports the regional framework of 'working together for Canterbury'.

6. The Executive Sponsors asked CRIMS to undertake an IM maturity assessment for the Councils to:

- provide a clear picture of the levels of IM maturity across the Councils

- provide guidance on how to improve IM maturity

- point to areas where individual Councils can draw on existing good practice

- identify areas that may be able to be collectively addresses.

7. An IM maturity model was used to assess the current and desired future state across IM practices from strategic alignment to disposal based on ISO standards as well as mandatory standards issued by the Chief Archivist and the PRA checklist. In addition, councils provided information about their resourcing, storage arrangements and volumes, disposal authorities and management of digital information.

8. A survey was sent to nominated representatives at each council with a follow up phone interview. The draft report was reviewed by CRIMS with feedback incorporated into the report. The Executive Sponsors reviewed and approved the report on 21 September 2018, and agreed on the focus of three priority areas.

9. A summary PRA Maturity snapshot across the IM activities and councils is provided below. Further detail is provided in the attached report.

	Ashburton	Christchurch	Environment	Hurunui	Kaikoura	Mackenzie	Selwyn	Timaru	Waimakariri	Waitaki	Waimate
Overall maturity	Med	High	M-H	M-L	Low	Med	M-H	Med	M-H	M-L	Low
Strategic alignment	Green	Red	Green	Red	Red	Red	Yellow	Yellow	Yellow	Red	Red
Policies and procedures	Red	Green	Green	Yellow	Red	Yellow	Green	Yellow	Green	Red	Red
Classification	Yellow	Green	Yellow	Yellow	Red	Green	Green	Green	Green	Yellow	Red
Security and access	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Green	Yellow	Green	Yellow	Yellow
Hard copy storage	Green	Green	Green	Yellow	Red	Red	Green	Yellow	Yellow	Yellow	Yellow
Electronic storage	Red	Green	Yellow	Yellow	Red	Green	Yellow	Yellow	Green	Red	Red
Retention and disposal	Yellow	Green	Red	Red	Red	Yellow	Yellow	Yellow	Red	Green	Green
Training	Yellow	Green	Green	Red	Red	Yellow	Yellow	Yellow	Green	Yellow	Red
Resourcing	Yellow	Green	Yellow	Red	Red	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow
Reporting	Yellow	Green	Red	Red	Red	Yellow	Yellow	Yellow	Yellow	Red	Red

Colour	Description
Red	Low maturity, high risk - requires foundation work
Yellow	Medium maturity, medium risk - further work required.
Green	High maturity, low risk - well placed.

Attachments

- Information management maturity assessment report by X4 Consulting

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INFORMATION MANAGEMENT MATURITY ASSESSMENT

Prepared for the Executive Sponsors of the Canterbury Records and Information Management Support Group

Commercial in Confidence

Version 1.0 | 12 September 2018

Description

PROJECT NAME	INFORMATION MANAGEMENT MATURITY ASSESSMENT
Document Type	Report and Recommendations

Distribution

NAME	TITLE	REVIEW, SIGN OFF OR INFORMATION
CRIMS		Review
CPARES		Review and Sign off

Revision History

VERSION	DATE	AUTHOR	COMMENTS
0.1	23 August	Philippa Fogarty	Initial draft for review by CRIMS Chair
0.2	5 Sept	Philippa Fogarty	Draft for review by CRIMS members
1.0	11 Sept	Philippa Fogarty	Comments from Meeting with CRIMS incorporated and report finalised

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1 EXECUTIVE SUMMARY

1.1 Overview

This report presents an assessment of the level of maturity of information management at the following Councils:

- Ashburton District Council
- Christchurch City Council
- Environment Canterbury
- Hurunui District Council
- Kaikoura District Council
- Mackenzie District Council
- Selwyn District Council
- Timaru District Council
- Waimakariri District Council
- Waimate District Coucnil
- Waitaki District Council

It covers information in all formats created and received by these Councils.

The assessment has been developed to:

- provide a clear picture of the differing levels of IM Maturity across the Councils,
- provide guidance on how to improve IM maturity;
- point to areas where individual Councils can draw on existing good practice; and
- identify areas that may be able to be collectively addressed.

An information management maturity model was used to assess the current and desired future state.

The report highlights key areas of good practice and identifies opportunities for Councils to work together.

1.2 Key Findings

- Information Management maturity across the Councils is, on average, at a medium level
- The level of maturity is reflected in the level of resourcing dedicated to information management
- Areas such as policies and procedures have a relatively high maturity while others such as retention disposal and reporting are relatively low
- While the majority of councils are managing to deliver business as usual services, there is often insufficient capability and capacity to deliver one off and/or longer term projects
- The majority of Councils have examples of good practice that can be shared across the region
- While some individual councils may have low levels of maturity in some areas, the level of effort required to lift the maturity is relatively low.
- Strengthening maturity in the areas of strategic planning and reporting will ensure that existing resources are used well and there is greater visibility in relation to what has been achieved and areas for further work

1.3 Opportunities to Work Collectively

The work undertaken by CRIMS for this assessment has demonstrated that there is a strong supportive environment amongst the Councils. This willingness to work together provides a positive outlook for collective action. An initial assessment has been made in terms of priority, effort and collective benefit and these will need to be explored further by the Councils.

OPPORTUNITY	PRIORITY	EFFORT
Strategic Planning		
■ Develop a high level Information Management Governance model to allow Councils currently developing plans to draw on good practice.	High	Medium
Policies and Procedures		
■ Examine how information management policies can either include or align with other areas such as data management and business intelligence	Medium	Medium
Classification		
■ Share function based classification structures and metadata standards	Low	Low
Security and Access		
■ Identify information that could be proactively released to the public and develop an agreed approach for undertaking this process	Medium	High
Hard Copy Storage		
■ Explore the potential of a collective off site storage agreement similar to the arrangements currently in place under an All-of-Government contract.	Medium	High
Electronic Storage		
■ Explore the potential for smaller Councils to sharing licencing arrangements for EDRMS	Low	Medium
■ Develop a model business case for minimising the number of repositories to maximise the return on investment in tools such as EDRMS.	Medium	High
■ Undertake change management training for information management staff	High	Medium
Retention and Disposal		
■ Develop a Retention and Disposal Implementation Plan for both paper and electronic information that can be used by all Councils. The plan could include mapping from the Local Government Schedule to sets of records as well as guidance for implementing schedules in document management systems and shared drives.	High	High
Training		
■ Develop a skills framework identifying the IM capability required by both Information management staff and staff across the organisation	High	Medium

■ Undertake a training needs analysis and use this to inform the development of training materials that can be used by all Councils.	Medium	High
Resourcing		
■ Develop a strategy to address the significant gaps in resourcing for some councils. These gaps are in terms of both capacity (e.g. some Councils have no staff managing the IM asset) and capability (e.g. some Councils can address BAU requirements but do not have skills to undertake broader initiatives.	High	Medium
Reporting		
■ Identify some key qualitative and quantitative measures that can be used to inform reporting	High	Medium

1.4   Recommended Next Steps

It is recommended that CPARES:

- Note the findings of the report;

- Identify the areas of priority they wish CRIMS to work on in the next 18 months;

- Request CRIMS to draft a programme of work for the next 18 months based on the priorities identified by CPARES; and

- Request CRIMS to report back on progress on the draft programme at the next CPARES meeting

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2 INTRODUCTION

2.1 Background

Councils in the wider Canterbury region have been working together to understand and share ideas for managing information effectively. The Canterbury Records and Information Management Support group (CRIMS) from 11 Councils across the region meet regularly to discuss issues. Executive Sponsors from across the Councils also meet regularly.

The Executive Sponsors have asked CRIMS to undertake an Information Management Maturity Assessment for the Councils. This assessment will:

- provide a clear picture of the differing levels of IM Maturity across the Councils;
- provide guidance on how to improve IM maturity;
- point to areas where individual Councils can draw on existing good practice; and
- identify areas that may be able to be collectively addressed.

2.2 In Scope

- Current state of information management practices across the 11 Councils
- Desired future state for information management practices; and
- Identification of opportunities for collaborative working to improve information management maturity
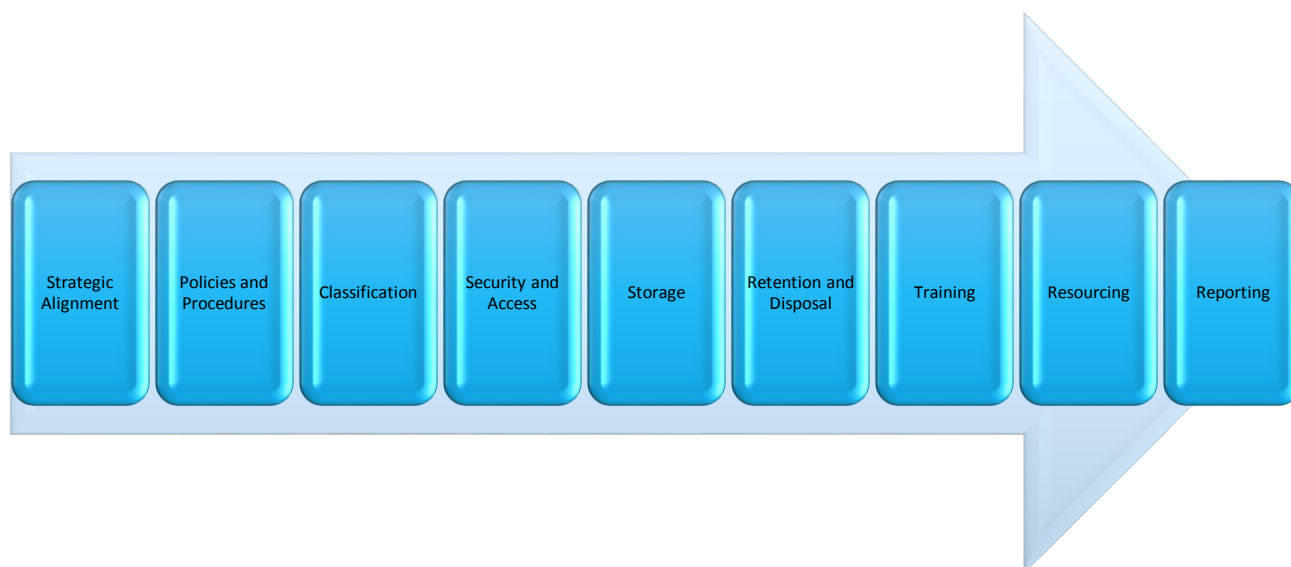
2.3 Out of Scope

- Detailed roadmap for implementing collaborative opportunities to improve information management maturity
- Detailed audit of information management practices in individual Councils

3 METHODOLOGY AND APPROACH

3.1 Information Management Maturity Model

We have used a maturity assessment model that assess information management practices from strategic alignment through to disposal. The assessment criteria is based on ISO standards as well as the Mandatory Standards issued by the Chief Archivist and the PRA checklist. Specific information required by CRIMS was added, for example, information on resourcing, storage arrangements and volumes, disposal authorities (including variances) and management of digital information.

Strategic Alignment	Policies and Procedures	Classification	Security and Access	Storage	Retention and Disposal	Training	Resourcing	Reporting

3.2 Information Gathering

A survey was sent to nominated representatives from each of the 11 Councils. Maturity assessments were prepared for individual Councils (see appendix two) and this information was used to inform maturity levels across the Councils for each component of the information continuum. The draft report was sent to CRIMS representatives for review and comment.

3.3 Review of Draft and Recommendations

A meeting was held with CRIMS members on 11 September. Comments from this meeting were incorporated into the report. The report was then finalised for review and approval by CPARES.

4 INFORMATION MANAGEMENT MATURITY

4.1 Overview

This section provides an assessment of maturity in each area of the information management continuum. For each component of the information continuum there is:

- A definition
- Examples of what good looks like;
- An explanation of what each maturity level means;
- Survey results;
- Key findings and a commentary;
- Areas of good practice that can be drawn on; and
- Potential approaches for a collective response

4.1.1 Level of Maturity

The level of current, interim and desired maturity is represented in a colour coded graph.

■	Low maturity, high risk. Requires foundation work.
■	Medium maturity and medium risk. Further work required.
■	High maturity, low-risk. Well placed.

The levels are designed to be at a relatively high level and are supported with examples of practice in each of the areas.

4.1.2 Level of Effort

As part of the assessment for individual councils an assessment of the level of effort required to improve maturity has been included. The level of effort indicates how much work may be required to reach the desired future state.

It should be noted that in some instances a low maturity level may only require a low level of effort to increase the maturity. For example, there may be no *approved* Strategic Plan but it may be drafted awaiting approval. Conversely, the maturity level of an area such as disposal may be high as there is an approved retention and disposal schedule in place. However, the level of effort may be high as significant work is required to implement the schedule.

The findings below provide a collective overview of the Councils. Maturity ratings for individual Councils can be found in Appendix 2.

4.2 Strategic Alignment

4.2.1 Definition

The process of ensuring that information holdings and information management practices are aligned with, and support the achievement of, relevant internal and external strategies and plans.

4.2.2 What good looks like

- Legal requirements for managing information are known;
- Creation and collection of information is aligned with business requirements;
- High-value, high-risk information is identified and prioritised; and
- Benefits of managing information are identified.

4.2.3 Maturity Levels

Low	There is no approved records and/or information strategic plan in place
Medium	An approved records and/or information strategic plan is in place
High	An up to date records and/or information strategic plan is in place, regularly monitored and progress reported on

4.2.4 Survey Results

Strategic Alignment
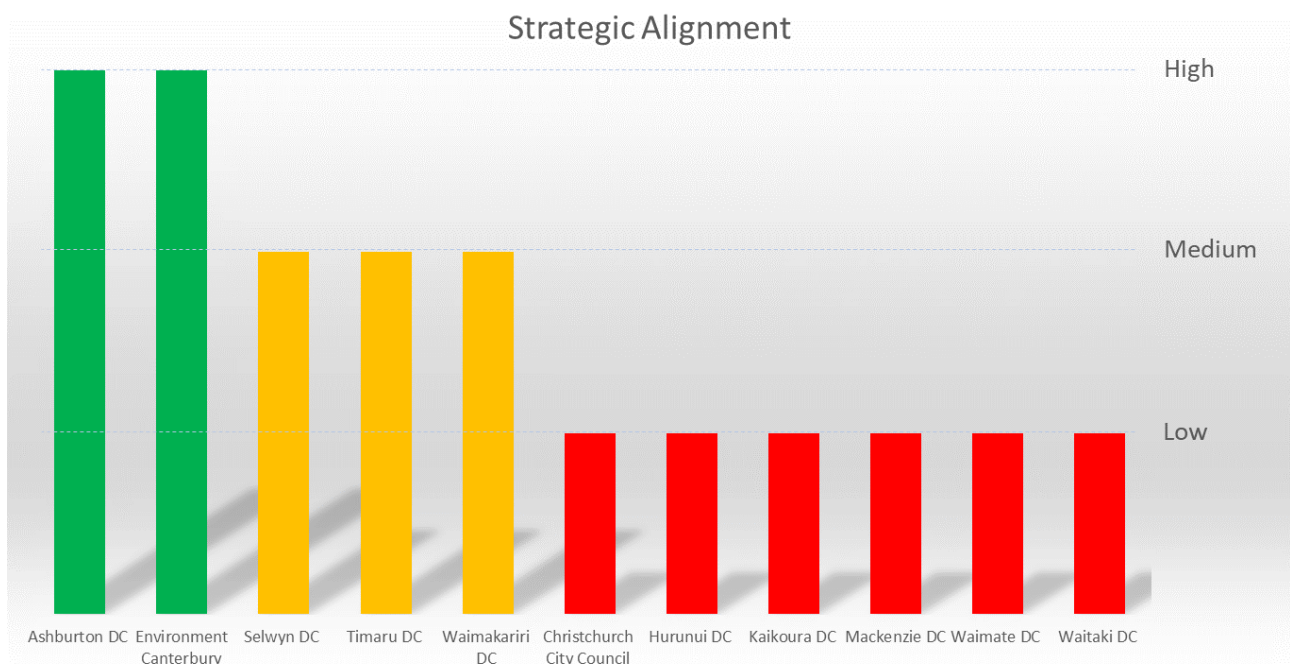
4.2.5 Key Findings and Commentary

There is a strong need for Councils to not only clearly set out the strategic direction of information management but also a requirement to ensure that this direction directly aligns with and supports the strategic direction of the Council
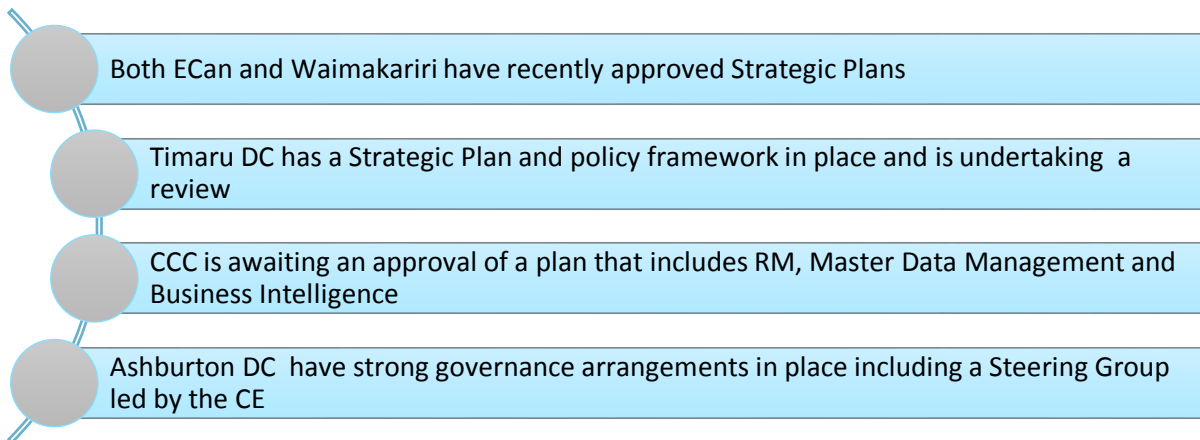
An Information Management Strategic Plan helps improve the visibility of the role and importance information management has in the organisation and is an essential element in identifying and securing resourcing for information management initiatives.

Information Strategic Plans need to be reviewed regularly to ensure that not only do they continue to support the organisation but also allow the information initiatives to align with developments on other areas.

There is also a need to ensure that the Information Management Strategy aligns with and supports the Strategic Plans in other areas, for example Data Management, Business Intelligence and Information Technology.

While the level of maturity for strategic planning is relatively low across the Council's as a whole, the level of effort required to lift the maturity is also relatively low. This includes taking the Plan from draft to approved and monitoring progress (see reporting for more details on this aspect).

4.2.6 Areas of Good Practice that Can be Drawn On

Both ECan and Waimakariri have recently approved Strategic Plans

Timaru DC has a Strategic Plan and policy framework in place and is undertaking a review

CCC is awaiting an approval of a plan that includes RM, Master Data Management and Business Intelligence

Ashburton DC have strong governance arrangements in place including a Steering Group led by the CE

4.2.7 Potential Approaches for a Collective Response

- A high level Information Management Governance model could be developed to allow Councils currently developing plans to draw on good practice.

4.3 Policies and Procedures

4.3.1 Definition

The policies, processes, structures, controls and associated roles and responsibilities related to the management of information.

4.3.2 What good looks like

- Key creators and consumers of information are known;
- Principles and business rules for managing information are known, adhered to, and monitored;
- Roles and responsibilities for information management are in place; and
- Regular monitoring and reporting in relation to how information is being managed is in place.

4.3.3 Maturity Levels

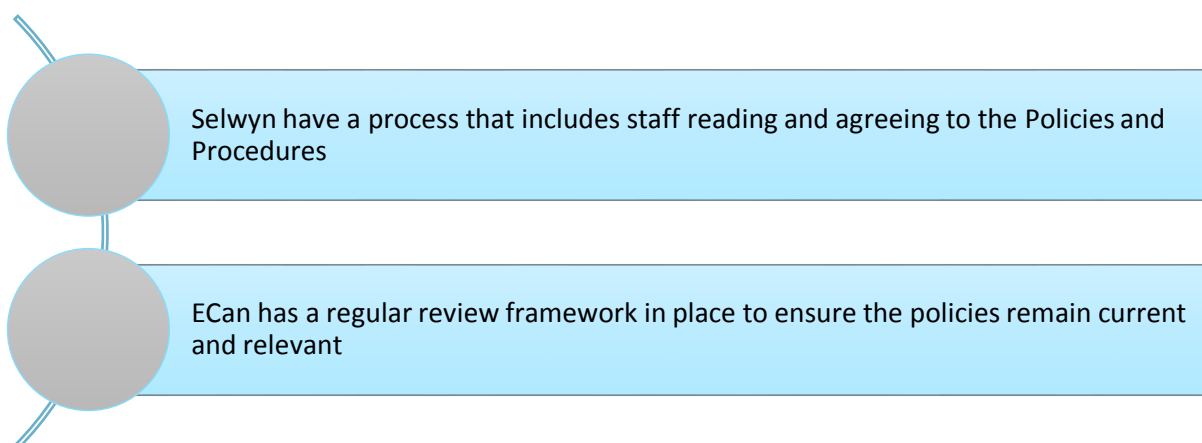| Low	There are no documented policies and procedures in place
Medium	Policies and procedures are documented for most areas and are being implemented
High	Documented policies and processes are in place and regularly reviewed

4.3.4 Survey Results
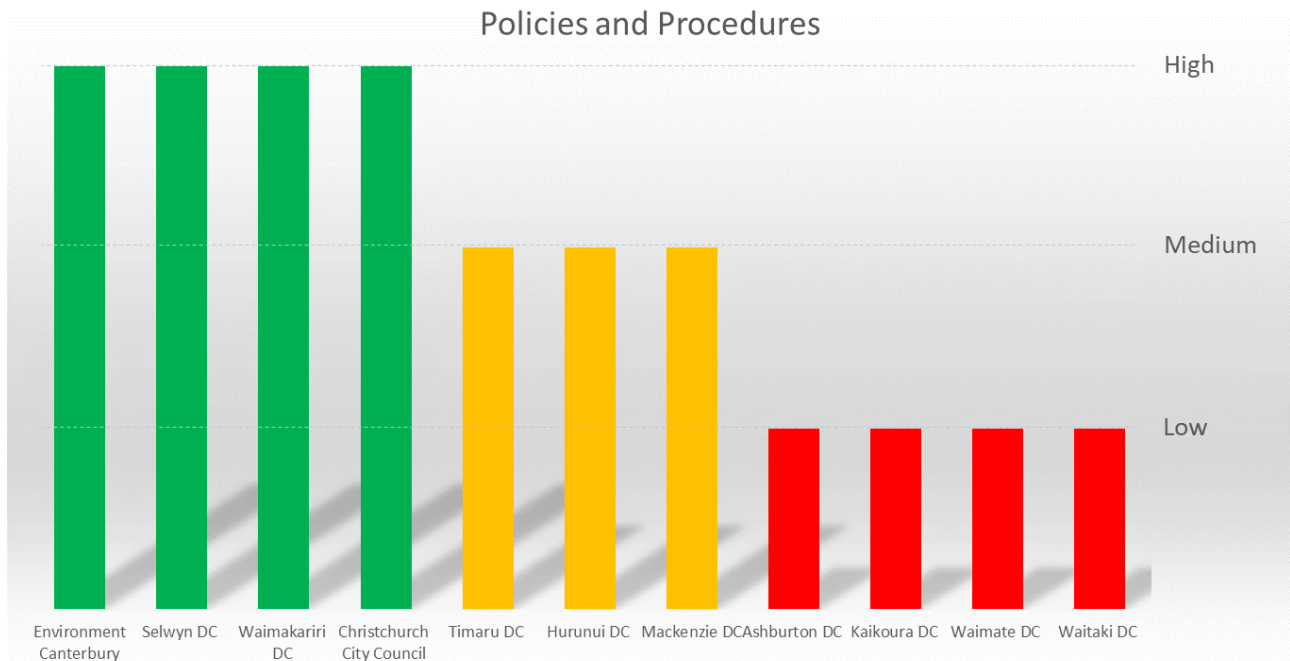
4.3.5 Key Findings and Commentary

Robust policies and procedures are essential for ensuring Councils have clear ownership of information and are able to communicate to all staff the requirements for managing the Council's information. Policies and procedures should incorporate roles and responsibilities across all of the Council so staff are clear on expectations.

If strong policies and procedures are not in place, any effort to ensure a consistent approach for managing information is undermined. A lack of transparency on how information is managed may undermine the public's confidence in how the Council is handling and managing their information.

As with the Information Strategic Plan, it is important that the information Management Policies and Procedures align with plans in areas such as data management, business intelligence and information technology.

4.3.6 Areas of Good Practice that Can be Drawn On

Selwyn have a process that includes staff reading and agreeing to the Policies and Procedures

ECan has a regular review framework in place to ensure the policies remain current and relevant

4.3.7 Potential Approaches for a Collective Response

- A number of Councils have well developed Policies and Procedures. These could be shared with Councils with lower maturity to be used as starting point to develop Policies.

- There are also opportunities for Councils to work collectively to look at how information management policies can either include or align with other areas such as data management.

4.4 Classification

4.4.1 Definition

The way in which information is categorised and identified to enable storage and retrieval by people and systems.

4.4.2 What good looks like

- Information is managed according to functions and activities rather than by teams and individuals; and
- Consistent naming practices are in place, known, and adhered to.

4.4.3 Maturity Levels

Low	Information is arranged according to individual or team preference
Medium	A classification structure-based on function and activity is in place
High	A function-based classification structure is in place and key metadata elements are captured at point of creation

4.4.4 Survey Results
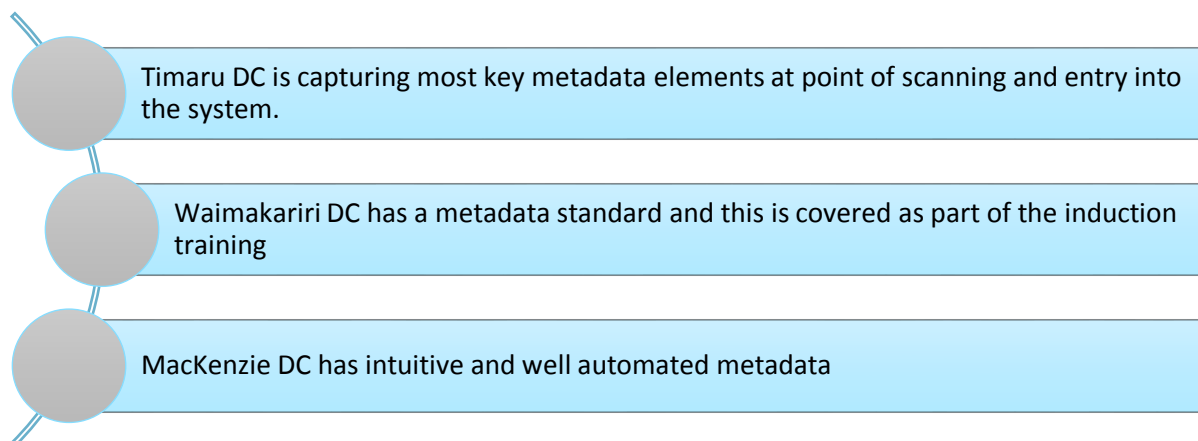

Classification of Information
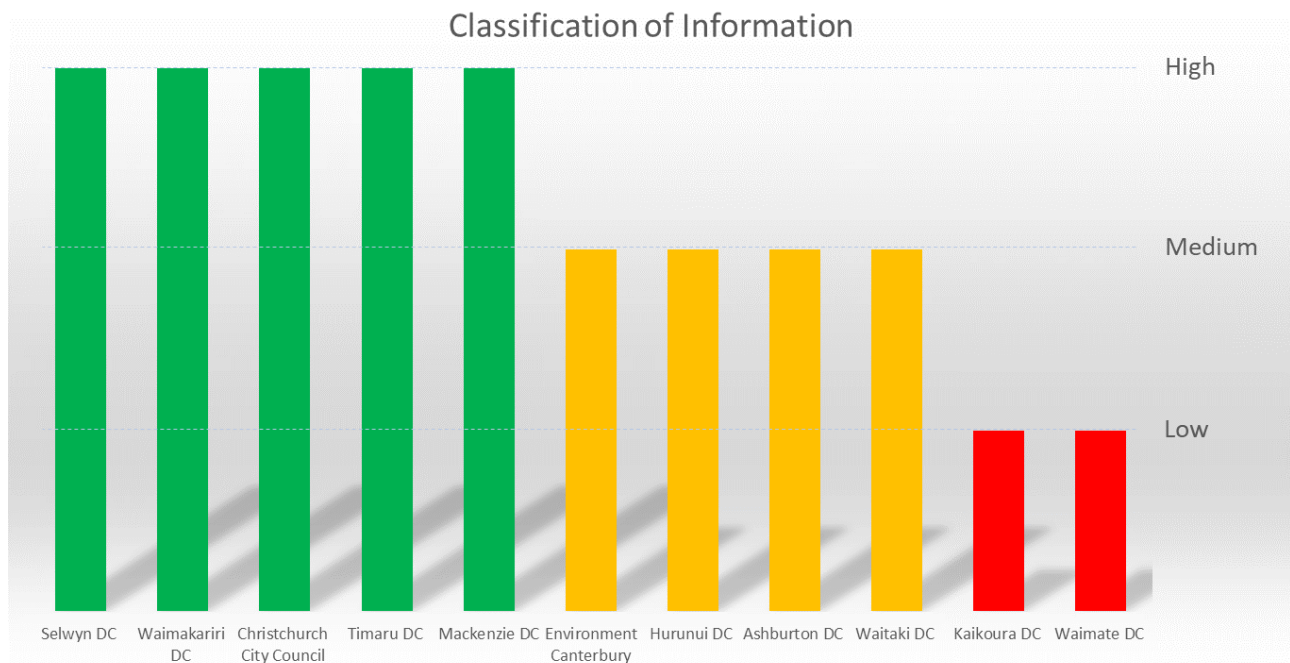
4.4.5 Key Findings and Commentary

When information is consistently named and logically grouped, it is easier for individuals to know where to store and find information. It is good practice to group information by function/activity (using either metadata or a folder structure) as this future proofs any structural organisational change that may occur.

The level of maturity across the Councils for classification is relatively high and this is particularly the case where Councils have taken the opportunity to introduce a function based classification structure as part of the rollout of an EDRMS. Those using a mixture of EDRMS and shared drives tend to have a medium level of maturity which could be improved on once the shared drives have been phased out.

The lowest level of maturity tends to be in areas where shared drives are being used. It should be noted that that a functional classification is relatively easy to apply to a shared drive.

4.4.6 Areas of Good Practice that Can be Drawn On

Timaru DC is capturing most key metadata elements at point of scanning and entry into the system.

Waimakariri DC has a metadata standard and this is covered as part of the induction training

MacKenzie DC has intuitive and well automated metadata

4.4.7 Potential Approaches for a Collective Response

- Councils with a high level of maturity could share their function based classification structure and this could be used as a starting point for Councils wishing to move away from individual or team preference based structures.

- Councils could share metadata standards that are in place.

4.5 Security and Access

4.5.1 Definition

The way in which access to information is enabled to promote appropriate use, and restricted to control access to private, confidential or sensitive information.

4.5.2 Good Practice

- Private, confidential or sensitive information is identified and access is controlled;
- All other information is open by default;
- Access trails are in place;
- Internal and external user needs have been identified;
- The value and level of use for all information is known and documented;
- Information is held in controlled repositories and all authorised users can easily access the information;

4.5.3 Maturity Levels

Low	There are no formal security and access controls and processes in place
Medium	Private, confidential and sensitive information is identified, and access is controlled
High	Private, confidential and sensitive information is identified, access is controlled, and processes are in place to indicate when the status of the information has changed (e.g. from Restricted to Open)

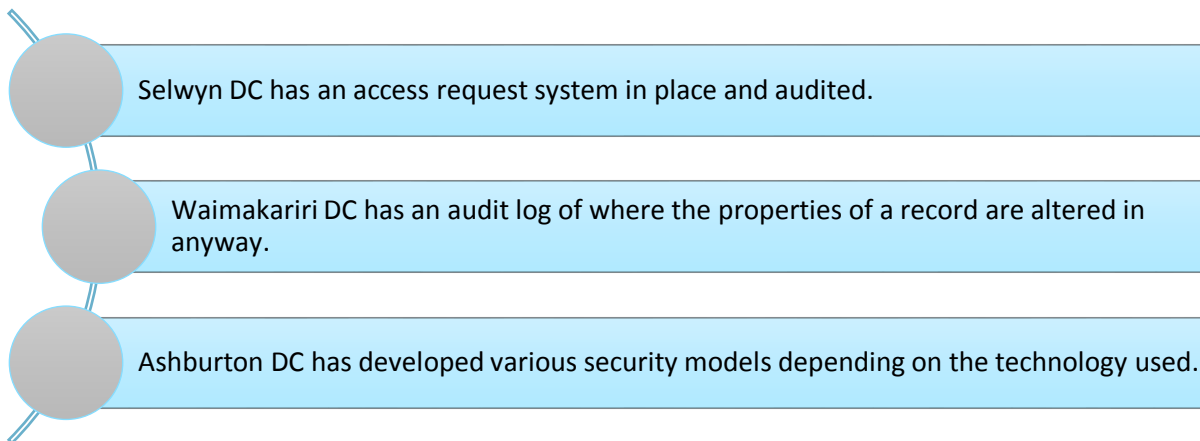### 4.5.4 Survey Results

Security and Access
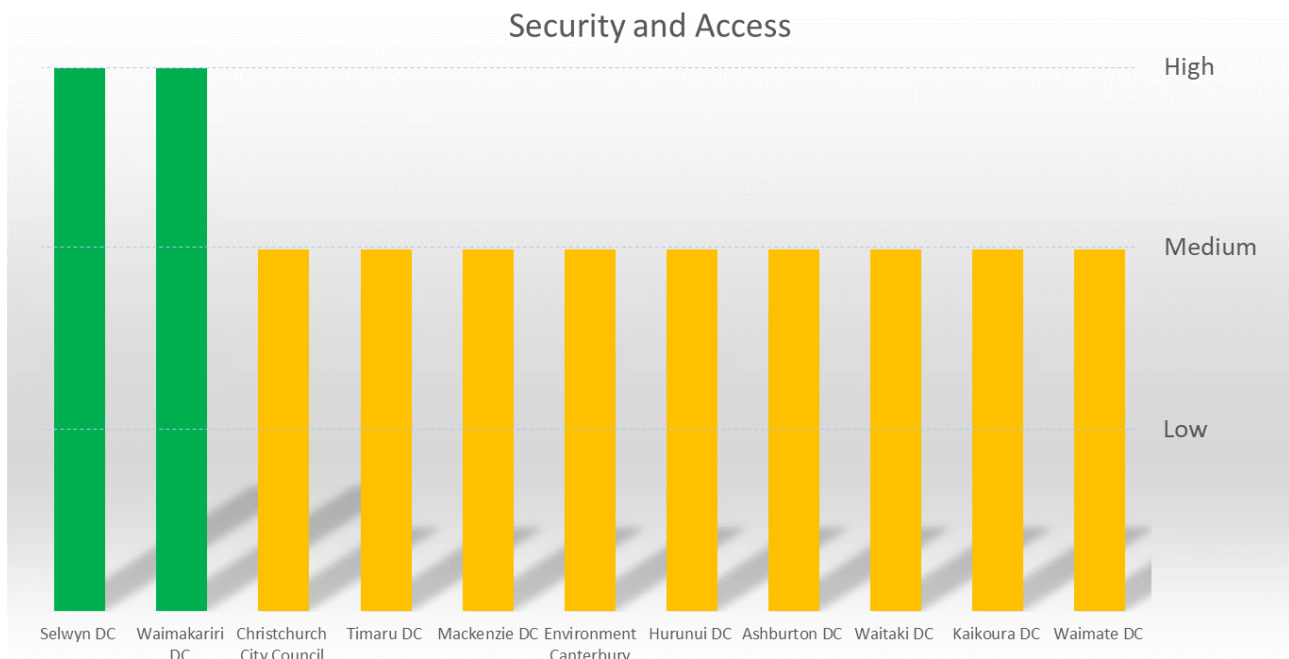
4.5.5 Key findings and commentary

Managing access and security includes two related aspects. Firstly, mechanisms must be place to ensure that information that needs to be restricted is identified and appropriate access conditions applied. Secondly, processes must be in place to ensure that information that is available is easily accessible across the Council and, where appropriate, to other agencies and the public.

Good information management practices are an essential component in ensuring trusted practices for both securing information and ensuring that information that is open is easily accessed.

There is a relatively mature level of security practices across the Councils. The level of awareness and practice in relation to securing sensitive information such as human recourses records is relatively high. Maturity could be improved by working towards proactive release of information to the public.

4.5.6 Areas of Good Practice that Can be Drawn On

Selwyn DC has an access request system in place and audited.

Waimakariri DC has an audit log of where the properties of a record are altered in anyway.

Ashburton DC has developed various security models depending on the technology used.

4.5.7 Potential Approaches for a Collective Response

- Councils could work collectively to identify information that could be proactively released to the public and develop an agreed approach for undertaking this process

4.6 Hard Copy Storage

4.6.1 Definition

Physical arrangements and contracts for storing current and non-current paper records.

4.6.2 What good looks like

- Active records are easily accessible, protected where required and stored in appropriate equipment.
- Inactive records are stored in dedicated storage areas
- Archival records are stored in environments that control temperatures and humidity levels
- There is a full inventory of hard copy records

4.6.3 Maturity Levels

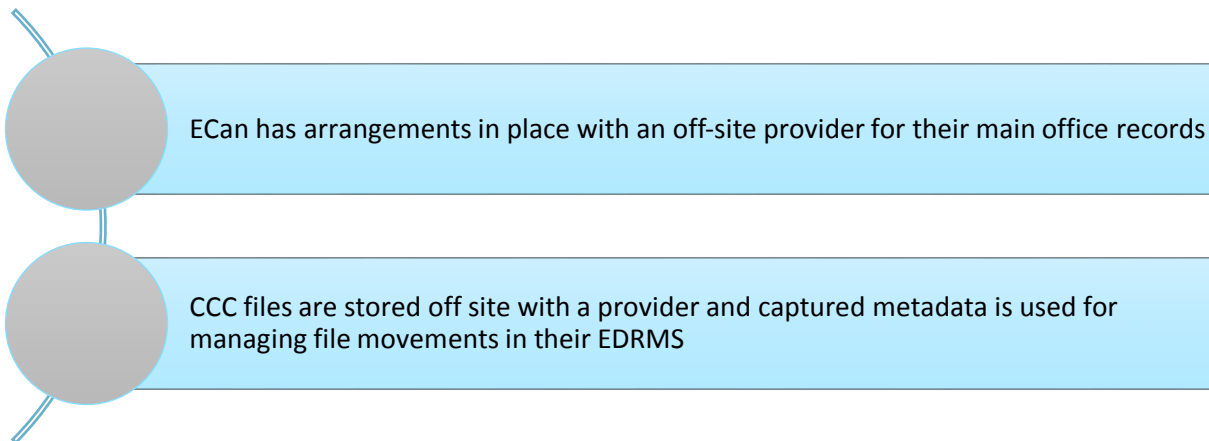| Low	There is no clear picture of what hard copy records are stored where
Medium	Hard copy records are stored appropriately and there is a high-level view of holdings
High	Hard copy records are stored appropriately, a full inventory is in place and staff have access to this information

4.6.4 Survey Results
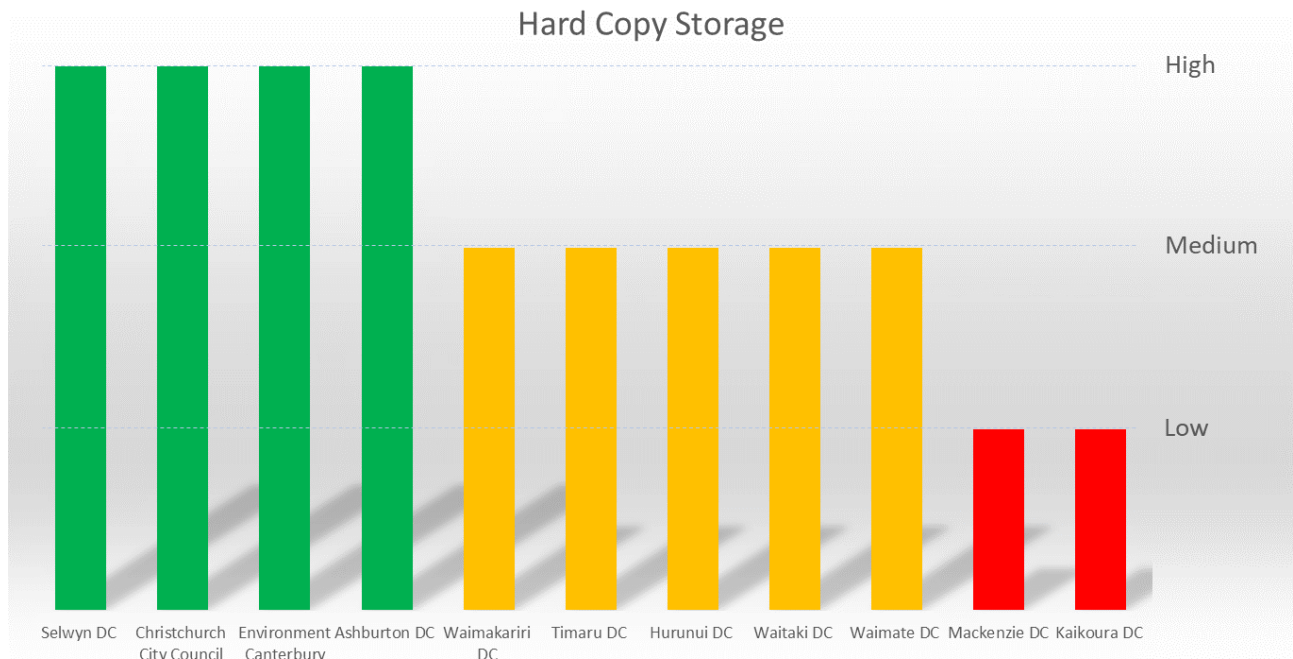
4.6.5 Key Findings and Commentary

The work required to identify, list, store and apply access to hard copy records is labour intensive. While the larger Councils have managed to place controls over their hard copy records, the remaining Councils have some work to do in this area. This increases the risk of the information held in this format no longer being easily available to both staff and public.

While the majority of Councils have appropriate storage there are instances of where Councils do not know what hard copy information they hold and where it is held. This lack of control over an important Council asset presents a significant risk.

4.6.6 Areas of Good Practice that Can be Drawn On

ECan has arrangements in place with an off-site provider for their main office records

CCC files are stored off site with a provider and captured metadata is used for managing file movements in their EDRMS

4.6.7 Potential Approaches for a Collective Response

- Explore the potential of a collective off site storage agreement similar to the arrangements currently in place under an All-of-Government contract.

4.7 Electronic Storage

4.7.1 Definition

The tools and processes used to store electronic information.

4.7.2 What good looks like

- Open and stable formats, and widely supported technologies are used to store information; and
- Appropriate systems are used for managing information throughout its lifecycle and these systems are consistently used across the organisations

4.7.3 Maturity Levels

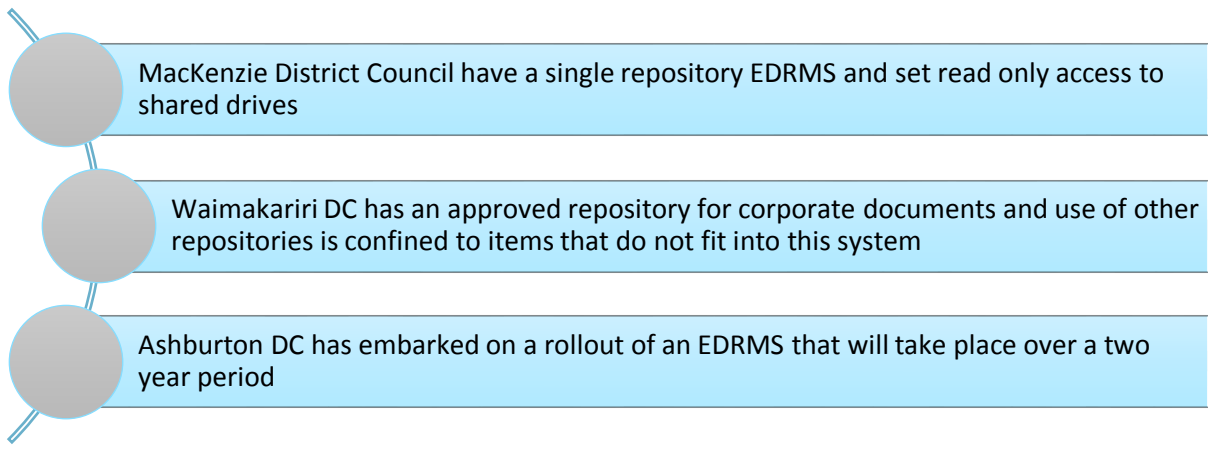| Low	Documents are held in multiple repositories and the ability to share and re-use information is limited
Medium	There is an approved single repository for creating and storing documents
High	There is an approved single repository for creating and storing documents and it is used consistently across the whole organisation

4.7.4 Survey Results
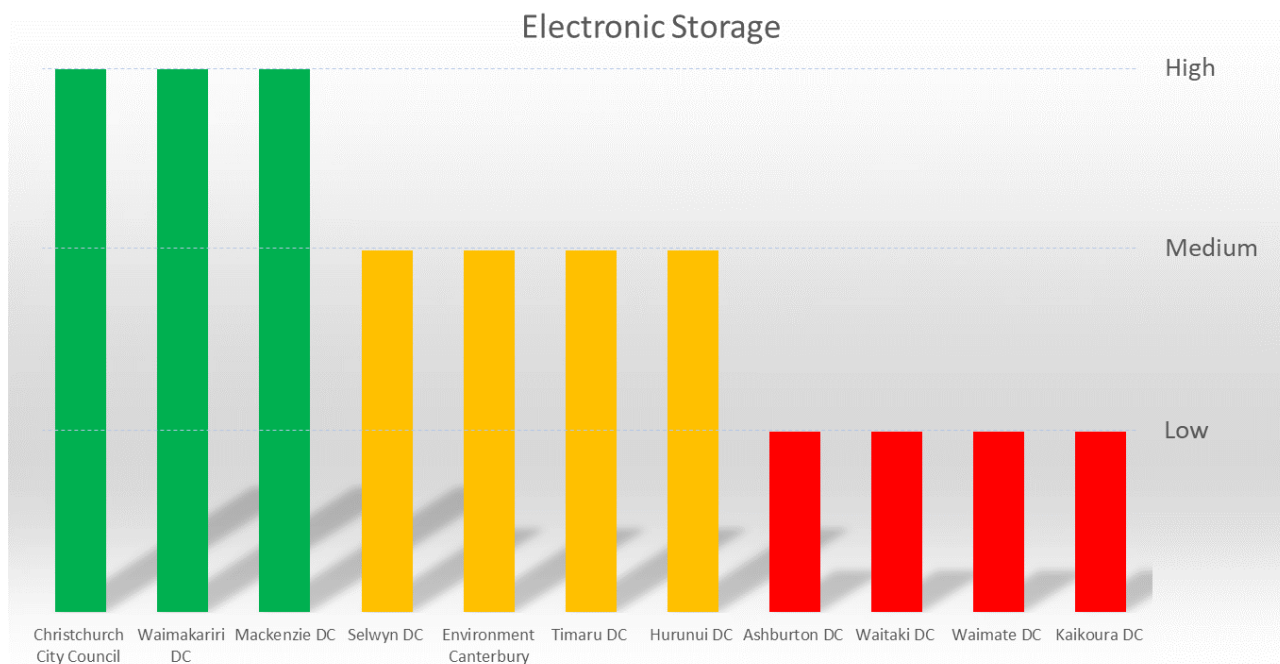
4.7.5 Key Findings and Commentary

As with hard copy records, the level of maturity in this area tends to be higher in the larger Councils. Smaller Councils reported resourcing both in terms of capacity and capability as being one of the biggest obstacles for improving the management of electronic records.

A significant number of Councils have multiple repositories for storing documents and many noted that although an investment had been made in introducing an EDRMS as the single repository, staff continued to store information elsewhere. One Council noted that they had tried and failed on several occasions to move to a single repository for documents. Having to manage multiple repositories places a strain on limited resourcing. There can be a number of reasons for multiple repositories continuing to be used with some of the key factors being a lack of mandate and limited change management.

4.7.6 Areas of Good Practice that Can be Drawn On

MacKenzie District Council have a single repository EDRMS and set read only access to shared drives

Waimakariri DC has an approved repository for corporate documents and use of other repositories is confined to items that do not fit into this system

Ashburton DC has embarked on a rollout of an EDRMS that will take place over a two year period

4.7.7 Potential Approaches for a Collective Response

- Explore the potential for smaller Councils to sharing licencing arrangements for EDRMS
- Working on a collective business case for minimising the number of repositories to maximise the return on investment in tools such as EDRMS.
- Collective change management training for information management staff

4.8 Retention and Disposal

4.8.1 Definition

Retaining or disposing of information in accordance with a current legal authority, reflecting government and community expectations and business requirements.

4.8.2 What good looks like

- Protected records are identified and appropriately housed
- Retention and disposal triggers are built into all systems managing information (including shared drives and document management systems)

4.8.3 Maturity Levels

Low	There is no approved disposal authority in place
Medium	An approved disposal authority is in place
High	An approved disposal authority is in place and is regularly implemented

4.8.4 Survey Results

Waimate DC are regularly implementing their approved
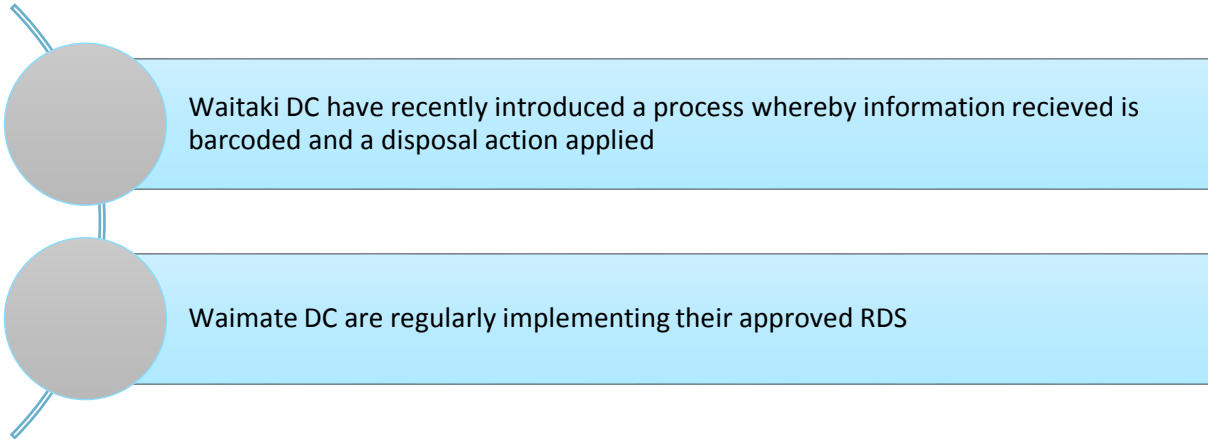

Retention and Disposal
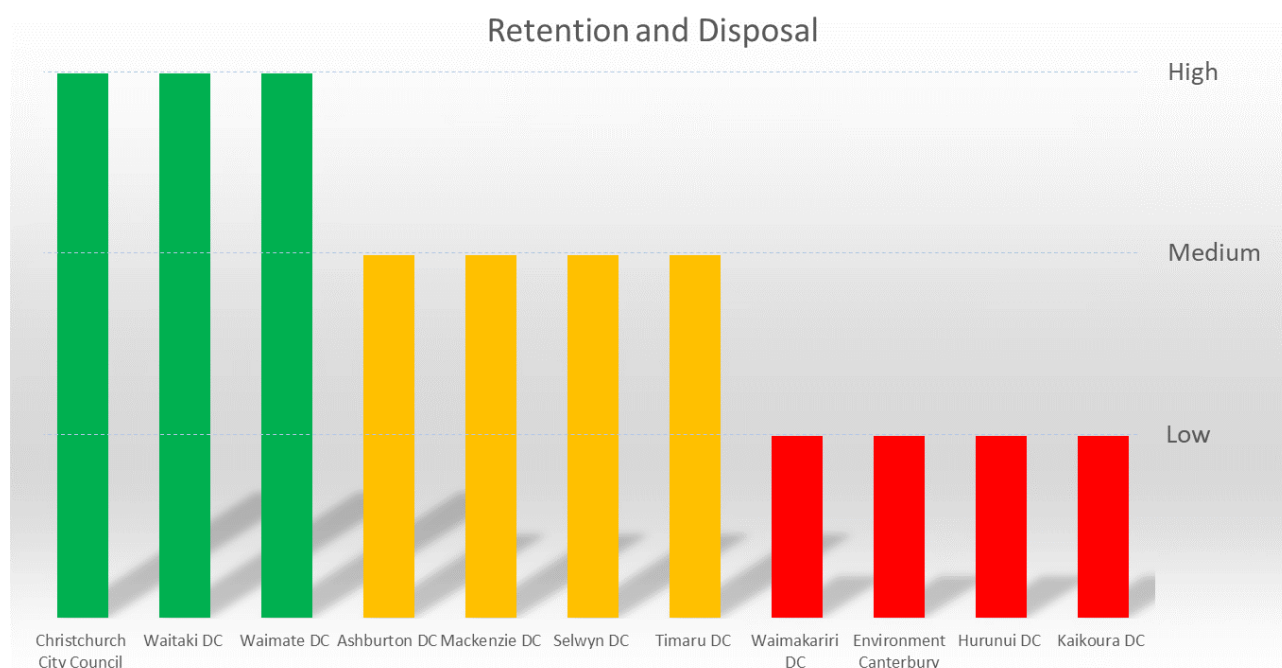
4.8.5 Key Findings and Commentary

Retention and disposal is a two phase process. The first phase requires identification of records, suitable disposal times and sign off by the appropriate parties. The second phase involves mapping the retention classes to records and implementing disposal actions. The level of maturity is relatively high across the

Councils for phase one of the process. Phase 2 implementation maturity is significantly lower. While some Councils have applied their retention and disposal schedules to hard copy records, implementation of the disposal actions against electronic records is proving challenging.

4.8.6 Areas of Good Practice that Can be Drawn On

Waitaki DC have recently introduced a process whereby information recieved is barcoded and a disposal action applied

Waimate DC are regularly implementing their approved RDS

4.8.7 Potential Approaches for a Collective Response

■ Develop a Retention and Disposal Implementation Plan for both paper and electronic information that can be used by all Councils. The plan could include mapping from the Local Government Schedule to sets of records as well as guidance for implementing schedules in document management systems and shared drives.

4.9 Training

4.9.1 Definition

Training for staff is in place for staff on a one off and on-going basis covering all aspects of information management.

4.9.2 What good looks like

- All relevant staff are aware of and trained in information management responsibilities; and
- There is a high level of awareness across all staff of their roles and responsibilities in relation to information management.

4.9.3 Maturity Levels

Low	Training needs of staff are known
Medium	Training programmes have been developed and implemented for induction and on-going training
High	Training programmes are actively monitored, reviewed and updated

4.9.4 Survey Results
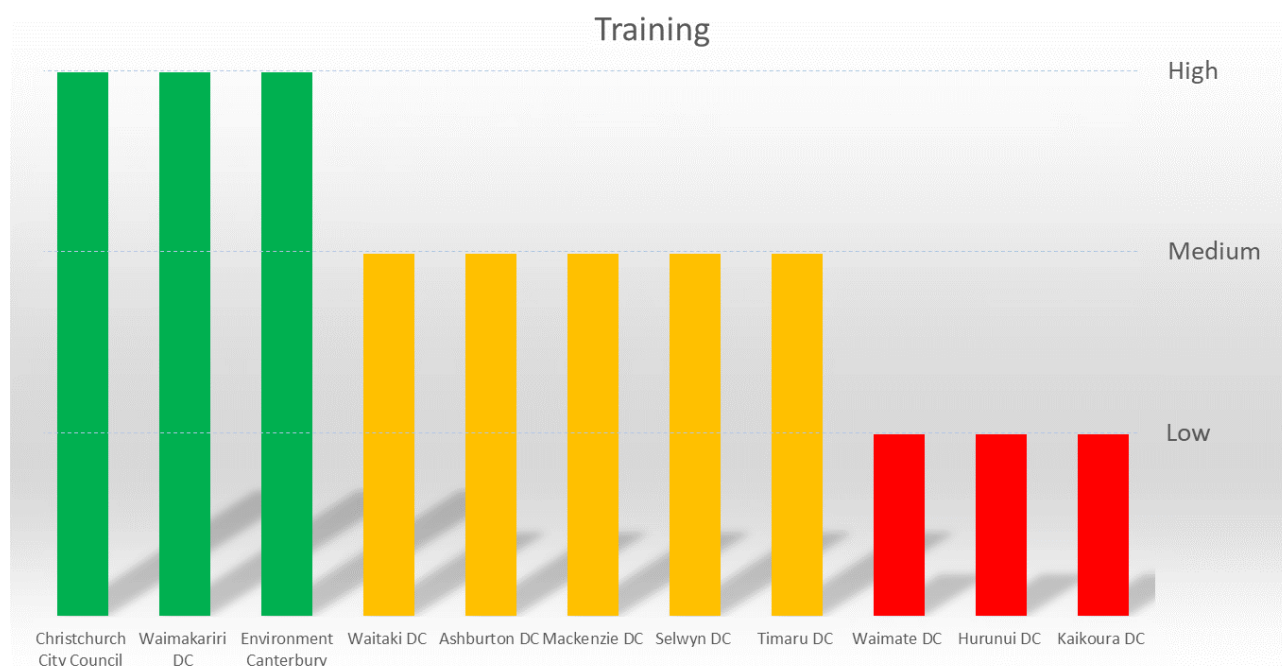
4.9.5 Key findings and commentary

There is a relatively high level of maturity for one off training with many Councils delivering training on specific systems. On-going training presents further challenges as it requires resources for both development and delivery. This resourcing issue is reflected in the levels of maturity with some of the smaller Councils not having the opportunity to deliver on-going training.

4.9.6 Areas of good practice that can be drawn on

CCC has a records management module as part of the eLearning training

Timaru DC is looking at ways to build on training using the introduction of programmes such as ProMapp

Waimakariri DC training includes a run-down of the department, what they do, IM Policy plus the TRIM system.
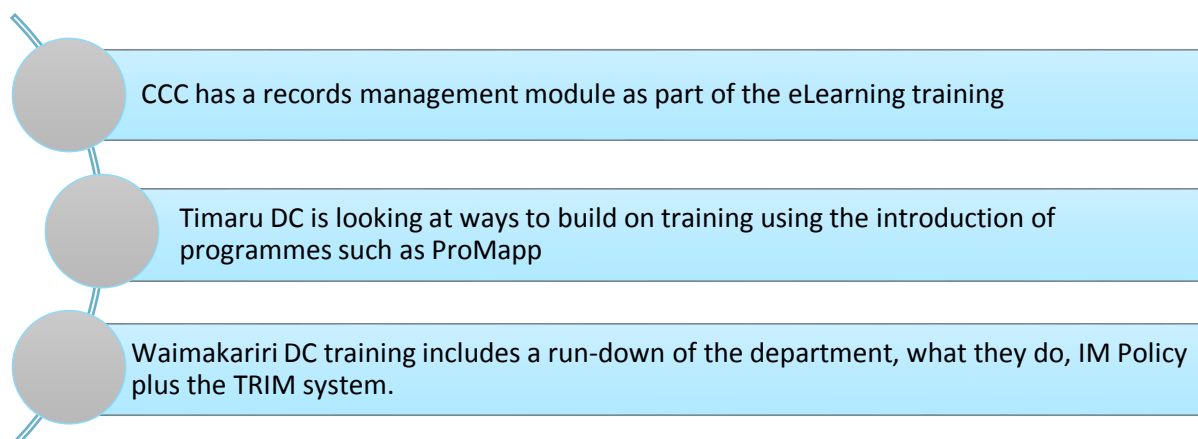
4.9.7 Potential Approaches for a Collective Response

- Develop a skills framework identifying the IM capability required by both Information management staff and staff across the organisation
- Undertake a training needs analysis and use this to inform the development of training materials that can be used by all Councils.

4.10 Resourcing

4.10.1 Definition

The extent to which the skillsets needed to manage information exist (capability) and are available when required to support the business (capacity).

4.10.2 What good looks like

- Adequate resourcing allows the organisation to meet business as usual needs as well as one off projects;
- The organisation has the knowledge and capability to manage information in all formats

4.10.3 Maturity Levels

Low	Resourcing requirements for recordkeeping are known
Medium	Resourcing requirements for recordkeeping are being adequately met
High	Succession planning and resourcing for recordkeeping is part of the organisation's business plans

4.10.4 Survey Results
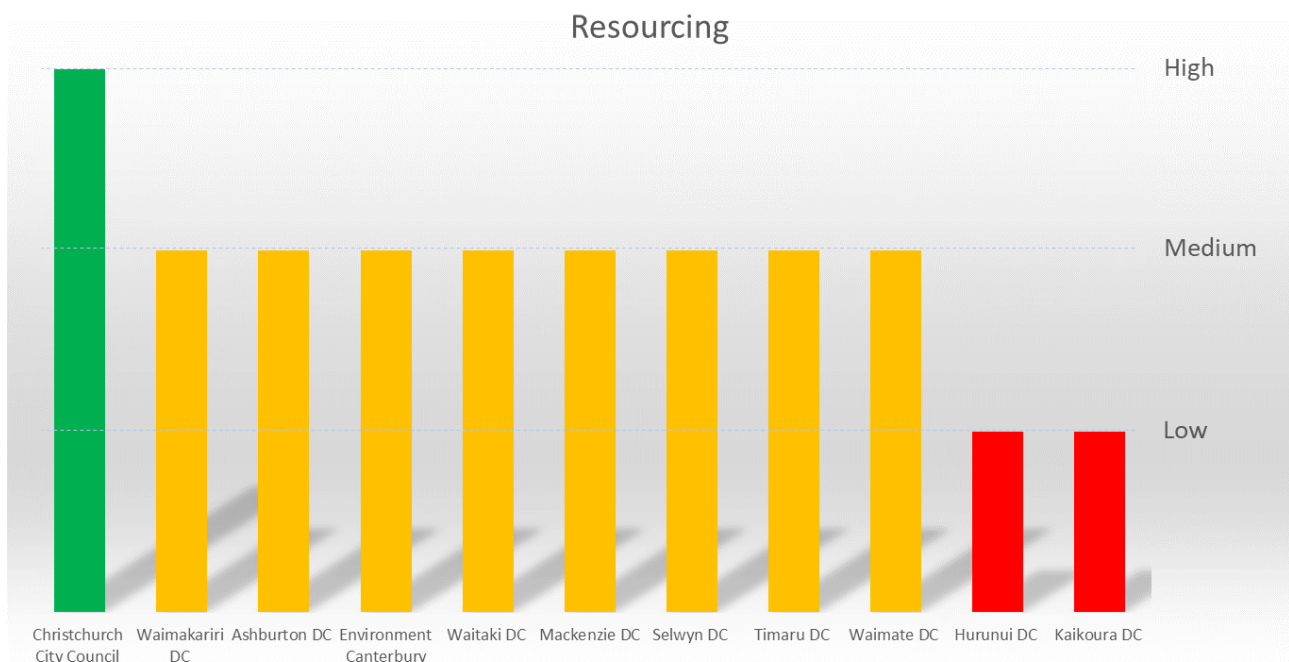
4.10.5 Key findings and commentary

If Councils wish to receive maximum return on its investment in technology to manage information, it is essential that there is sufficient capability and capacity within the organisation to support staff in meeting expectations in relation to information management.

The correlation between the maturity levels and staffing levels is clearly demonstrated in the results. For some Councils, addressing resourcing (be it in terms of capacity, capability or both) could make a significant difference in lifting maturity levels.

Good practice for resourcing is generally seen as a ration of 1:50 for smaller organisations and a sliding scale of 1:100 for larger organisations. While some Councils are adequately resourced to meet BAU, resourcing for one off or specialist projects for example digitisation or EDRMS implementation is seen to be inadequate and holding them back from progressing information management practices.

Two Councils have no resources allocated to looking after information assets and a third Council is yet to replace a former IM staff member.

The table below outlines the current staffing levels across the Councils.

Name of Council	No. of IM Staff
Ashburton District Council	5 (3 IM Officers, 1 IM specialist, 1 Sharepoint Officer)
Christchurch City Council	12 (7 in EDM team, 5 in document management Team)
Environment Canterbury	9.5 (plus 2 part time temps)
Hurunui	None
Kaikoura	None
Mackenzie District Council	1 (Records and information Manager)
Selwyn District Council	3
Timaru District Council	5 (4 team members plus 1 manager)
Waimakariri District Council	6
Waimate District Council	1* Role finishes 17 August and at the time of the survey response no replacement was planned
Waitaki District Council	3 (2 IM plus one IT staff member covering EDRMS management and development)

4.10.6 Potential Approaches for a Collective Response

- A strategy could be developed to address the significant gaps in resourcing for some councils. These gaps are in terms of both capacity (e.g. some Councils have no staff managing the IM asset) and capability (e.g. some Councils can address BAU requirements but do not have skills to undertake broader initiatives.

4.11 Reporting

4.11.1 Definition

The process of identifying key measures and specific measures, documenting these and monitoring regularly.
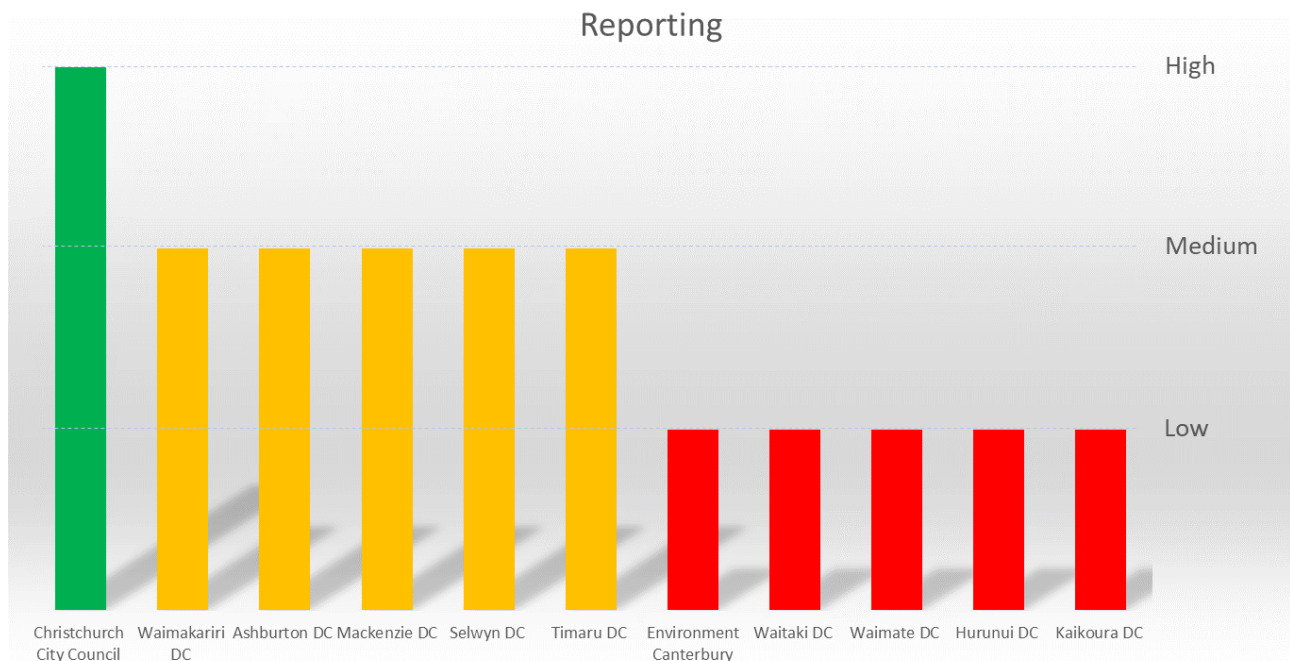
4.11.2 What good looks like

■ The return on investment in information is known and monitored to ensure value is delivered.

4.11.3 Maturity Levels

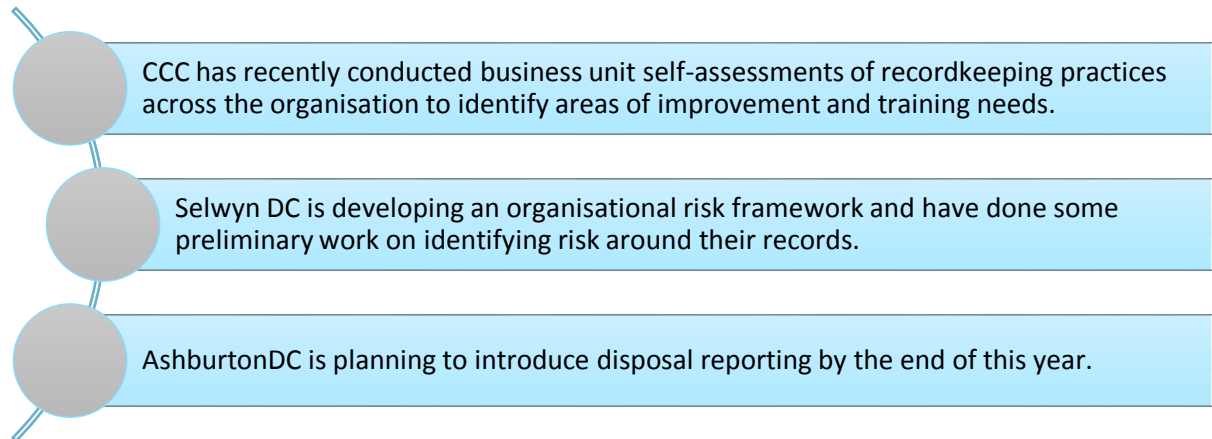| Low	Reporting requirements have been identified
Medium	Basic operational reporting is in place
High	Record keeping is part of an organisational risk and reporting framework

4.11.4 Survey Results

4.11.5 Key findings and commentary

The survey has demonstrated that there is significant activity being undertaken by information management teams across the Councils. This includes both business as usual as well as specific projects.

However, in those instances where reporting is done, this remains largely at an operational level. Reporting is a valuable tool in not only raising the profile of what is being done in the information management area but also monitoring progress over time. Improving transparency and visiiblity via reporting can be done in a number of ways, including using existing frameworks such as including IM in risk and audit reporting or proactively reporting to both staff and sponsor on progress.

4.11.6 Areas of good practice that can be drawn on

CCC has recently conducted business unit self-assessments of recordkeeping practices across the organisation to identify areas of improvement and training needs.

Selwyn DC is developing an organisational risk framework and have done some preliminary work on identifying risk around their records.

AshburtonDC is planning to introduce disposal reporting by the end of this year.

4.11.7 Potential Approaches for a Collective Response

- As a collective, identify some key qualitative and quantitative measures that can be used to inform reporting

5 RECOMMENDED NEXT STEPS

It is recommended that CRIMS review their draft work programme and confirm this programme in relation to the proposed collective opportunities identified in this report.

Date: 5 November 2018

Presented by: Caroline Hart, Environment Canterbury

Canterbury Water Management Strategy update

Purpose

1.   This paper provides the Canterbury Chief Executives Forum with an update on region-wide progress towards implementing the Canterbury Water Management Strategy (CWMS) for August – October 2018.

Recommendations

That the Chief Executives Forum:

1.   **report progress towards implementing the CWMS in each district and across the region and discuss current challenges and opportunities.**

Regional and Zone Committee updates

2.   Zone managers and facilitators have summarised the current focus for the CWMS Zone and Regional Committees. The table is included in Appendix 1.

Territorial Authority updates

3.   Verbal update to be provided if any additions to Territorial Authority CWMS committee.

Environment Canterbury updates

4.   Currently, there are 922 consents with fish screen conditions. The **fish screen improvement campaign for 2018-19** will initially focus on about 50 consents with a fish screen condition, selected with input from Iwi, the Department of Conservation and Fish & Game. These consents are located mainly at large intakes, or environmentally significant or sensitive sites. This campaign will focus on working with consent holders to upgrade their screens to current best practice as well as engaging with industry.

5.   **Recent analysis of surface water quality trends in Canterbury** by an external contractor (Caroline Fraser and Ton Snelder from Land, Water People – LWP) show improvements in the physical and chemical water quality in streams and rivers of Canterbury. This is positive and indicates our plans and on the ground action by the wider community are having a beneficial impact on water quality.

6. Macroinvertebrate community index (MCI) is a broader measure of ecosystem health than pure water quality. It measures species of macroinvertebrates (e.g. insects, snails, worms) living on the stream bed. **Preliminary results show more sites with degrading MCI scores** than improving score. Macroinvertebrates respond to many different factors (e.g. flows, temperature, habitat, water quality, sedimentation of the streambed), and it is expected that some sites will take a long time to improve.

7. Although water quality has improved at some sites, it may not have improved enough to be ecologically significant. Overall ecosystem health is complex and influenced by a wide range of factors, not just water quality alone.

8. **The Hekeao/Hinds River Project was launched on 23 September.** This project is part of the Hekeao/Hinds Managed Aquifer Recharge (MAR) project under the governance of the Ashburton Zone Committee. The project involves diverting up to 200 l/s from the Rangitata Diversion Race (consented Ashburton District Council stockwater) to a constructed recharge race in the flood plain of the south Hinds River. This will recharge the connected groundwater system, support a local wetland and the down-gradient Hekeao/Hinds River system (with the Mayfield community water supply as a nearby beneficiary). As the site is also home to three lizard species, including two "at risk" skink species, a lizard management plan has also been actioned involving predator control, lizard surveys and salvage, enhancing habitat and food supply.

9. The independent hearing panel decision has been released on **Plan Change 5 (PC5).** Eight appeals were received. Environment Canterbury accepted that there was an error of law in relation to the irrigation proxy modelling and the High Court has made an amendment to reinstate the exception for travelling and sprayline irrigators on medium soils. A working group has been established to address remaining concerns and issues, and how Good Management Practices will be implemented. The working group held its first meeting on 30 October. PC5 will likely be made operative in February 2019.

10. Zone Committees have been seeking new applications for membership as part of the **Refresh Process** that applies to all Committees. New members will be starting in the new year.

Community feedback

In the news since August 2018

11. All works for the **Whakaora Te Ahuriri project** (to ensure the future of mahinga kai in the Ahuriri Lagoon and downstream Huritini/Halswell River) are on track for implementation and budget. A design of the constructed wetland, method for a Mātauranga Maori monitoring programme, applied research methodology, and communications action plan have all been completed, and applications for resource consents have been submitted. Currently, tenders for engineering, earthworks, and planting are being put out to market, with works anticipated to be delivered in 2019.

12. The Government is taking new steps through its **Freshwater Essential programme** to improve national water quality noticeably within five years. The three key objectives for Government over the next two years are to stop further degradation and loss, reverse

past damage, and address water allocation issues. Advisory groups (encompassing Ministry representatives, Māori interests, science and technical experts, industry leaders, regional council chief executives) are being set up to test proposals and provide input on options. The work programme over the next few months to April 2019 focuses on identifying at-risk catchments and potential interventions, developing a future policy framework including developing policy for a Freshwater NES, and looking at NPS amendments.

13. During August, Water New Zealand ran a series of workshops throughout the country providing an update on **3 Waters Review** to its membership. Local Government Minister Nanaia Mahuta also spoke to the Water NZ Conference in Hamilton in September. She reiterated that the 3 Waters Review involves two major pieces of work around options for a dedicated water regulator and an enhanced regulatory regime, and options for water services capability, funding, scale and professional governance. The Minister aims to have options before Cabinet later in the year with decisions on a regulator taken in 2019 as the priority. Further work is planned on related service delivery options from 2019.

14. Environment Canterbury has **adjusted the compliance requirements for farms impacted by Mycoplasma bovis** and will work with farmers and farm auditors on a case-by-case basis. Environment Canterbury has asked affected farms to contact their local zone team for help and additional information.

15. As part of a bigger strategic plan by a number of agencies to address tourism pressures across the entire Waitaki and Mackenzie basins, DOC will install new toilet facilities at their Ahuriri River campsite. This is one of the results of the ongoing discussions between DOC and Omarama residents to help manage **freedom camping** pressures at the site.

16. Initial work on the **70km restoration project stretching from the Waimakariri Gorge to the coast** will be undertaken in autumn when native plants are setting seed. It will involve mechanical disturbance of a weed covered surface to facilitate natural plant recruitment.

17. **Hunter Downs Water Ltd** announced in late September that it did not have enough buy-in from landowners in its command area between the Waitaki River and Timaru. The company is looking to secure the water consent by working with Meridian Energy, which had helped the company gain consent more than 10 years ago. The company will discuss the plans for Wainono Lagoon with Environment Canterbury and the community in the near future.

18. Amuri Irrigation, which irrigates more than 28,000 hectares in the Amuri Basin, has offered to buy the resource consents held by **Hurunui Water Project**. The HWP board is considering the offer; the proposal will need 75 percent shareholder support to proceed.

19. The Intergovernmental Panel on Climate Change **Special Report on Global Warming of 1.5 °C** released in early October, is the most comprehensive analysis of the steps required to limit warming to 1.5°C to date. Although New Zealand has a high proportion

of renewable energy, a key issue is the need for methane reduction, which means New Zealand can no longer delay reductions in agricultural emissions.

20. Water related topics in the media include, irrigators being reminded to water within their property boundaries to minimise water waste, risk to drivers and damage to roads; the CHWM Zone Committee engaging with the community about water quality at the 'Stormwater Superhero' stand at the 'Meet in the Middle' event on 7 October; Selwyn's Snake Creek having its second round of what will become annual wildlife monitoring; a two-week water shortage direction for the Opihi River and its tributaries - which includes the Opuha River and Lake Opuha - taking effect on 16 October; the Christchurch City Council releasing the independent report reviewing the issues around the vulnerability of Christchurch's drinking water wells on 17 October.

Current challenges and opportunities

21. For verbal discussion.

Meetings and events

22. A summary of issues arising at recent meetings and events;

Date/Location	Event	Relevance to CWMS/Event summary
1 – 2 August Auckland	Green Light or Light Green? The Government's environmental reforms. Environmental Defence Society (EDS) Conference	Conference focused on Government's policies under a focused spotlight, including changes to the RMA, freshwater management and climate change.
19 – 21 September 2018 Hamilton	Water New Zealand Conference and Expo	Water NZ's 60th conference will include celebration of history and forward-looking action. Brings together 3-waters professionals to share experiences and knowledge.
24 October 2018 Lincoln University	Water in Canterbury – our vital resource	Forum topics include: ownership, allocation and use of water; balancing the different values and desires of those often-competing interests, whilst also protecting our water resources for eternity.
25 October 2018 Canterbury University	Stormwater information event	CHWM Zone Committee's October meeting was held at Canterbury University and showcase innovative stormwater management solutions.
29 October - 2 November 2018 Canberra	What's in Our Water 2018 Symposium	The latest research on all aspects regarding emerging contaminants and their many degradation products.
10-14 December 2018 Nelson	New Zealand Freshwater Sciences Society Conference	The Society celebrates its 50th annual conference. The theme of the conference is "Ka mua, ka muri: Looking back, moving forward".

Progress reports and publications

23. Banks Peninsula Water Zone Committee member Gina Waibl describes rules and safety requirements around taking of potable water from surface and ground water sources from springs on Banks Peninsula. https://www.ecan.govt.nz/get-involved/news-and-events/zone-news/banks-peninsula/taking-water-from-springs/

24. The community was encouraged to give feedback on the updated water management recommendations for the Orari Temuka Opihi Pareora (OTOP) water zone during consultation which has closed. The updated recommendations focus on two key topics: river flow and allocation recommendations (including minimum flows) for the Opihi and Temuka River catchments; and nutrient management regimes for high nitrate concentration areas in Fairlie Basin, Rangitata Orton and Levels Plains. The Committee expect to finalise the ZIPA by the end of the year. https://www.ecan.govt.nz/get-involved/news-and-events/zone-news/orari-temuka-opihi-pareroa/otop-updated-water-recommendations-available/

25. Waimakariri Water Zone Committee sought feedback on a set of challenging, but achievable goals aiming to improve Waimakariri's streams and rivers. The Committee worked closely with community and stakeholders when putting together the draft recommendations for the Zone Implementation Programme Addendum (ZIPA). The Committee plans to finalise the ZIPA's recommendations in November. https://www.ecan.govt.nz/get-involved/news-and-events/zone-news/waimakariri/starting-a-journey-to-improve-waimakariris-waterways/

Appendix 1: Zone Committee Focus: Overview – October 2018

CWMS Committee	Focus of the Zone Committee Work Programme	Highlights of practical work underway
Kaikōura	The Zone Committee is focussed on the **"Fit for Future"** project and revised targets. A clearer understanding of these is evident and results in a more constructive input. **IMS funding and projects** are being reviewed to ensure best results are achieved from the money spent.	• A wetland partly protected by the owner has been identified as one of the last remaining coastal scarf wetlands in the northern South Island. This has been identified as a new BIG ROCK project due to its significance. LTP wetland funding will be utilised to ensure its protection, provide additional plants and weed control. • An adjacent QEII wetland, alongside the area mentioned above will complete the protection of the entire wetland area.
Hurunui-Waiau	The Zone Committee continues to focus on: implementing the **minimum flow** rates in Hurunui and Waiau Rivers and through the **environmental enhancement package** from Amuri Irrigation Scheme; **Good Management Practice** by developing a targeted plan change to permit dryland farming. More direct support is being provided to the North Canterbury Zone teams direct support for Hurunui Waiau with the appointment of a locally based Hurunui Waiau Zone Lead and a North Canterbury Delivery Manager.	• Ensuring irrigation companies complete Farm Environment Plan audits • Hurunui District LandCare Group is developing information on Good Management Practice • Consultation underway for plan change to fix the 10% rule to enable dryland farmers continuity
Waimakariri	Continues to focus on **RMA Planning**: consultation has just ended on the draft ZIP addendum forming the basis of water quality and quantity limits for the sub-regional plan and **implementing** the Waimakariri Land and Water Solutions Programme.	• The finalised ZIPA will be presented to Environment Canterbury and Waimakariri District Council in December. The formal RMA plan change to Waimakariri section 8 of the Canterbury Land and Water Regional Plan is due for notification mid-2019.

CWMS Committee	Focus of the Zone Committee Work Programme	Highlights of practical work underway
Christchurch-West Melton	**Stormwater**: Is involved in several events to raise awareness of issues facing water quality from stormwater discharges. Continues to **work with neighbouring zone:** Contributing to Waimakariri Zone Committee's work on nutrient loads.	• The Zone Committee's October meeting will be held at Canterbury University and will involve a discussion of stormwater management solutions, and a visit to the University's rain garden. • The Zone Committee fronted the 'Stormwater Superhero' stand at the 'Meet in the Middle' event on 7 October • The Zone Committee continue to work on practical dryland projects by the Waimakariri River and have provided feedback on the Waimakariri draft ZIPA.
Banks Peninsula	Work continues on **Forestry sites** as the Committee monitors the requirements of the NES. Talks have been held with industry, so they are aware of the new requirements and when resource consent may be needed. The Zone Committee has developed a **three-year action plan** that identifies specific actions to help deliver the priorities in the Zone Implementation Plan (ZIP).	• The Committee is supporting the Banks Peninsula Conservation Trust which is hosting a workshop to explore the creation of biodiversity hub on the Port Hills. • The Committee has also allocated Immediate Steps Funding to numerous biodiversity projects including two projects which were launched in September with community planting days. • The joint project between Wairewa Rūnanga and the Banks Peninsula Zone Committee to stablise the banks of streams in the Wairewa catchment has started.
Selwyn-Waihora	The Committee is focusing on **projects** including the restoration and enhancement of Snake Creek and Coes Ford, Near River Recharge, and improving biodiversity throughout the catchment. It is also **building stronger relationships** with Te Waihora Co-Governors, rūnanga and young people.	• Swimmable Selwyn at Coes Ford with a water quality update to the Zone committee which will inform actions on the ground over summer. • Progressing wetland/wet pasture work with landowners around Te Waihora • Mudfish protection project at Haldon Pastures with land owners, engineers, contractors and consent applications • Water monitoring and RSC within the compliance/monitoring space • Setting up a working group to focus on what else can be done to look after the Selwyn-Waikirikiri River.

CWMS Committee	Focus of the Zone Committee Work Programme	Highlights of practical work underway
Ashburton	The Zone Committee is considering whether to recommend a **consent review process** for consents linked to the Ashburton River/Hakatere, with the aim of bringing minimum flow requirements in line with the Ashburton River/Hakatare Flow Plan. This will be discussed at the 27 November Committee workshop to progress this decision. A peer review of the science modelling and analysis of existing consents is currently underway to inform the workshop.	• Ashburton River springs survey will resume in October with a three-month extension of the original survey work, as well as initiation of landowner projects. • Development of an access strategy for the Ashburton River mouth will get underway with community and stakeholder consultation over summer. • The Hinds Drains Community Monitoring Project has released an update on nitrate concentrations in the catchment's waterways. A field trip is planned for industry partners to visit landowners undertaking measures to improve water quality and biodiversity values. • The Hinds River Recharge site was officially opened in late September with 600 native plantings and the first release of water.
Orari-Temuka-Opihi-Pareora	Consultation on flow and allocation in the Opihi and Temuka catchments and managing nutrients in hotspots has ended. The **finalised ZIPA** is due to be presented to ECan and Timaru, Waimate and Mackenzie District Councils by the end of the year.	• The zone team continues to work closely with the community groups and TAs in areas such as Saltwater Creek and Washdyke. • Biodiversity work is focusing on protection of bat habitat. • Ongoing discussion with Opuha Water and the OEFRAG group to ensure all organisations have access to the necessary information to support the process of seeking Water Shortage Directions • We are finalising a refined work programme to enable better, measurable delivery of zone priorities.
Upper Waitaki	The Upper Waitaki committee prepared educational posters and signs to inform the public of the value of the area and the work of the Zone Committee. The summer **"Love your lakes"** campaign will run again this year. Immediate Steps funding and work by the zone delivery team has seen **relationships improve** within the area.	• A focus on increasing the compliance presence in the Mackenzie will be supported with an additional compliance officer based in the area for 2 to 3 days per week. • The committee and zone team continue to work closely with community groups in areas such as Omarama Stream, Willow Burn and Twaddles Swamp. • We are finalising a refined work programme for the zone that will engage more integrated working practices for the team, and enable better, measurable delivery of zone priorities

CWMS Committee	Focus of the Zone Committee Work Programme	Highlights of practical work underway
Lower Waitaki	A key priority for the Zone Committee is the restoration of **Wainono Lagoon** and whether that would include augmentation of the Wainono via augmentation and other actions in the ZIPA for improving Wainono. The Committee's biodiversity focus has included the protection of **Grey Scrub** which is threatened by land use intensification and pests.	• Continues to work closely with the community, with activities such as the planting day at Black Hole, and supporting the Hakataramea Sustainability Collective. • We are finalising a refined work programme to enable better, measurable delivery of zone priorities.
Regional	**Monitoring progress:** Tracking the implementation of the CWMS across the Canterbury region **Recreation and Amenity**: Research project on recreational data **CWMS Targets:** Fit for Future Project	• Regional Committee continues to provide advice on: • the introduction of Good Management Practice and the auditing of Farm Environment Plans • "swimmability" of rivers and lakes around the region including the use of the LAWA site for up-to-date information • commissioning of further research on recreational use of rivers and lakes in the region • impact of the Government's withdrawal of funding for irrigation projects on the CWMS targets • whether the CWMS Targets are fit for the future

Date: 5 November 2018

Presented by: Caroline Hart, Environment Canterbury

CWMS Fit for the Future project update

Purpose

1.   The purpose of this paper is to:

- update the Canterbury Chief Executives Forum on the progress of the Canterbury Water Management Strategy (CWMS) 'Fit for the Future' project

- seek interim views on the set of key issues outlined in this paper.

Key points

2.   The CWMS Fit for the Future project has gone through its first full iteration of engagement with task groups, the goals working group, groups and individuals with an interest in the project, and the regional water management committee. The regional committee has reviewed the draft goals produced by this process, and this has been built on by the task groups in their second round of advice.

3.   This set of engagements has generated a draft set of CWMS goals for 2025 and 2030, and raised a number of strategic and implementation issues.

4.   Appendix 1 sets out a table of the draft goals as sent to the regional committee. The draft goals still require refinement.

5.   There are also a set of strategic and emerging issues, and implementation issues, that have arisen from the goals development and engagement process and which are discussed below and attached.

Background

6.   The Canterbury Mayoral Forum has asked for advice on what the 2025 and 2030 goals should be for the ten target areas of the CWMS, and complementary advice on what is needed to support delivery of the strategy. The CWMS 'Fit for the Future' project is developing this advice.

7.   The approach for doing this includes:

- While the Mayoral Forum considered that the CWMS framework is sound, the success statements that help provide context for the strategy's target areas and goals could be refreshed

- The establishment of six task groups to focus on the ten target areas

- A goals working group to consider how the draft goals work together, and to provide coordinated advice to the regional water management committee, including on mechanisms required to support delivery of the goals

- Working with territorial authorities, zone committees, sector and community groups, district health boards, and Ngāi Tahu on the draft goals and supporting actions, and seeking central government input

- Reflecting the collaborative ethos of the CWMS through bringing together a range of interests and perspectives to develop the draft goals and supporting actions

- Using the regional committee to provide the advice to the Mayoral Forum.

Process of goals development so far

8. Five of the six task groups have had two workshops. The task group for the regional and national economic indicators target area has met only once, on 19 October. Material based on the task groups and goals working group discussions was sent to a range of groups with an interest in the 'Fit for the Future' project during a first round of engagement. These groups include zone committees, Te Paiherenga, community and sector groups, district health boards, and territorial authorities. The views of central government agencies have been sought.

9. The second round of task group meetings was completed on 19 October. These addressed the draft goals and the mechanisms, work programmes and implementation required to support delivery of the goals.

10. The goals working group met on 31 October to consider the outcome of the task group meetings, and to help put together the material that can go to territorial authorities, zone committees, sector and community groups, district health boards, central government, and Ngāi Tahu as part of the second round of engagement.

Draft Goals

11. Appendix 1 contains a set of draft goals for 2025 and 2030 under each of the CWMS's target areas. These are the set of draft goals that were considered by the regional committee. They are very much a work in progress, as the reflections of the regional committee and the second round of task group meetings have yet to be incorporated.

Strategic and Emerging Issues

12. While much of the focus of the engagements has been on the development of draft goals and advice on what is needed to support delivery of the strategy, a number of strategic and emerging issues have also been raised during the course of the engagement. Table 1 below is based on what has been heard during the goals development process, and the issues need considering in the context of continuing to make the CWMS resilient.

Table 1 Strategic and Emerging Issues

Issue from engagement	Discussion
Social capital - there has been a considerable attitudinal change since the start of the CWMS but further gains must be made – the social capital gains that have been made are fragile. There has been a suggestion that there could be a target area for the social capital improvements as the result of the collaborative approach taken in the CWMS. Others have asked how these improvements can be maintained and enhanced.	One of the strengths of the CWMS has been growing social capital between different Canterbury water interests. Buy-in by all of those with an interest in CWMS outcomes is important. Future action taken with respect to the CWMS must also include ensuring that social capital is maintained and strengthened. There are alternatives to a new target area. Actions taken to maintain and build social capital include better communication on what is happening, whether goals are being met and what actions will be taken if they are not; ensuring that all values are considered equally in plans and implementation actions; and addressing areas of perceived lack of progress and perceived imbalanced influence over strategy outcomes and plans. All CWMS partners will have a role to play in this.
CWMS outcomes – there is a concern/lack of trust/scepticism about whether the implementation of the CWMS so far has sufficiently considered cultural, social and environmental systems, and whether the first order priorities in the strategy have received as much focus as they should. This is one contributor to the perceived fragility of social capital.	This can possibly be addressed through a combination of: - clear goals that are all achievable - open and transparent reporting on the goals - addressing planning and implementation shortcomings when monitoring and reporting shows that goals may not be achieved - a clear implementation pathway that includes roles, responsibilities and funding, and involves buy-in by all arms of government, sector groups, Ngāi Tahu and community groups. - a programme of information and education about what is working and what is not. - a greater sense of ownership by all groups in the strategy outcomes and related planning process.
Mahinga kai – for iwi the greatest concern about the strategy is whether it is leading to gains that allow them to carry out traditional mahinga kai cultural practices. This concern is expressed across a number of target areas.	This touches on a number of related issues: - the speed with which waterways of significance to iwi can be improved, and how expectations are met - a perception that, in some parts of the region, cultural values have not been adequately reflected in planning processes; - a concern that while some parts of the region have programme for improving mahinga kai, others do not.

Issue from engagement	Discussion
Climate change - There has been considerable mention of the importance of recognising climate change and its implications for water management, but few 'hard' suggestions for how this should happen.	There is a need for all goals to recognise climate change. This is complex, it will affect a number of goals including recreational and environmental, economic, irrigated land area, energy etc. It may affect limits in plans. Each target area is going to need to address climate change when goals are set. There might be a challenge to do this based on current information.
Resilience -related to the above, there was a general theme that the CWMS needed to recognise environmental and economic resilience (especially climate change, flooding, storms, earthquakes and economic diversity respectively)	Climate change, flooding and storms are all to a greater or lesser extent linked to climate change and variability and should be considered as per above.
Mātauranga Māori and science/monitoring– new measurement systems must fully integrate Mātauranga Māori and scientific methodologies and understandings. This also includes the incorporation of Tikanga Māori in monitoring systems. Some groups have noted that there are a number of areas where further information will be needed to measure proposed goals. Community confidence in the CWMS will be assisted by knowing that the outcomes sought are being achieved. There should be an independent auditor and reporter on the progress of the CWMS. The quality of monitoring and statutory and non-statutory action taken to respond to monitoring information was a consistent theme.	There will be a need to address information and knowledge, including monitoring, in implementation programmes. Some of the goals will require further information and data collection and analysis. There are proposed goals in the Kaitiakitanga target area dealing with Mātauranga Māori reporting.
Achievability of goals – are all goals realistically achievable – for example, the irrigated land goal, some of the ecosystem health and biodiversity goals given environmental lag times?	Analysis is still being carried out on the draft goals, and will be provided to the regional committee, the Chief Executives' Forum, and the Mayoral Forum during early 2019.

Issue from engagement	Discussion
Urban – while drinking water has received some attention, the impacts of urban stormwater and wastewater (including septic tanks) is not sufficiently addressed. There are concerns about urban/rural equity.	There are a number of goals proposed for drinking water. Separate goals for urban contaminants have been proposed in the environmental limits target area.
Cultural expression of the targets and goals – can the goals be expressed in a meaningful way for tangata whenua – do they speak to ki uta ki tai?	Ki uta ki tai is a focus in the CWMS 2020 Kaitiakitanga goal - integrated ki uta ki tai environmental management philosophies into zonal and regional management planning. A draft goal for braided rivers incorporates ki uta ki tai. There are a couple of options (which are not mutually exclusive) for giving further recognition to ki uta ki tai. One is to develop some form of overarching statement for the goals that recognises ki uta ki tai and possibly also integrated catchment management. The second is to develop a clear implementation plan for the Kaitiakitanga goal.
Communication – a number of groups have raised the issue of needing to communicate various aspects of the CWMS. This includes that there is a need to inform the public in a better way about the efforts being made and the successes that exist, as well as the areas where progress is not being made (and why).	Communication will be a key work programme area in the future. Communication and education should be part of an overall strategy designed to achieve behaviour change in water management.

Changes to 2040 targets

13. There have also been some suggestions for additions to or modifications of the 2040 targets. These are set out in Appendix 2.

14. There are some tactical considerations about whether or not to adjust the 2040 targets. On the one hand, making some adjustments to reflect what has been learned during the 10 years of the CWMS might be justified. On the other hand, changes to the 2040 targets risks scope creep of the 'Fit for the Future' project, which was instigated to 'fill the gaps' by arriving at 2025 and 2030 goals, and complementary advice on what is needed to support delivery of the strategy.

15. Expanding the scope of the 'Fit for the Future' project runs the risk of opening up for discussion other elements of the CWMS in a process and timeframe that was not designed for it. It also runs the risk of 'orphaning' existing targets and goals.

15. The issues that the suggestions in Appendix 2 raise do however need to be addressed in some way. There are a number of options, including ensuring an issue is addressed in a work programme within an existing target area, or thinking about how the issue might be addressed within the current set of targets and goals.

Emerging thoughts on implementation

16. The task groups and goals working group have also identified a number of issues that will need to be considered as work programmes and implementation efforts for the CWMS are developed. Some of these are set out in Appendix 3.

17. Some of these matters overlap to a degree with the strategic and emerging issues that have arisen from the engagement process. They are still in development as there is still a round of engagement to occur.

Future Process

18. The outcome of the latest round of task group meetings and the goals working group meeting of 31 October will be provided back to key groups with an interest in the strategy for a further round of engagement from 12 November to 3 December. These meetings will be shifting in emphasis from the draft goals to implementation issues and work programmes.

19. Following that, there will be an opportunity for Te Rōpū Tuia, the regional water management committee, and the goals working group to consider the results of the engagement. The Chief Executives Forum and Mayoral Forum will consider an interim report on 21 January and 1 February 2019 respectively, and a final report in May 2019.