

Strategic Capability Committee AGENDA

Notice of Meeting:

An ordinary meeting of the Strategic Capability Committee will be held on:

Date: Wednesday 23 May 2018
Time: 11am
Venue: Committee Room 1, Level 2, Civic Offices,
53 Hereford Street, Christchurch

Membership

Chairperson	Mayor Lianne Dalziel
Deputy Chairperson	Deputy Mayor Andrew Turner
Members	Councillor Vicki Buck
	Councillor Phil Clearwater
	Councillor Pauline Cotter
	Councillor David East
	Councillor Raf Manji

19 May 2018

Principal Advisor

Brendan Anstiss
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Tel: 941 8472

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Note: The reports contained within this agenda are for consideration and should not be construed as Council policy unless and until adopted.
If you require further information relating to any reports, please contact the person named on the report.

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STRATEGIC CAPABILITY COMMITTEE - TERMS OF REFERENCE

Chair	Mayor Dalziel
Membership	<p>Deputy Mayor Turner (Deputy Chair)</p> <p>The Chairpersons of the following committees:</p> <ul style="list-style-type: none">• Finance and Performance Committee• Innovation and Sustainable Development Committee• Social and Community Development Committee• Infrastructure, Transport and Environment Committee• Regulatory Performance Committee <p>Independent Member to be appointed by the Council</p>
Quorum	Half of the members if the number of members (including vacancies) is even, or a majority of members if the number of members (including vacancies) is odd.
Meeting Cycle	Monthly.
Reports To	Council

Responsibilities

The focus of the Strategic Capability Committee is to ensure alignment across Council committees, the organisation and Crown partners

The Strategic Capability Committee is responsible for:

- Advising and supporting the Mayor to lead the development of the Long Term Plan and Annual Plan, including setting the overall parameters, strategic direction and priorities, and the development of a consultation document.
- Leading and overseeing the Council's strategic relationship with the Crown.
- Leading and overseeing specific strategic projects of shared interest and interface with the Crown, including the Cost Share Agreement and matters under the Greater Christchurch Regeneration Act.
- Matters relating to the performance of the Chief Executive, including appointment and succession planning as may be necessary from time to time.
- Organisational capability, workforce planning and development
- Council remuneration and employment policy.

Part A	Matters Requiring a Council Decision
Part B	Reports for Information
Part C	Decisions Under Delegation

TABLE OF CONTENTS

C	1.	Apologies.....	4
B	2.	Declarations of Interest.....	4
C	3.	Confirmation of Previous Minutes	4
B	4.	Deputations by Appointment.....	4
B	5.	Presentation of Petitions	4

STAFF REPORTS

C	6.	2018 Resilience Programme	9
C	7.	Resolution to Exclude the Public	13

1. Apologies

At the close of the agenda no apologies had been received.

2. Declarations of Interest

Members are reminded of the need to be vigilant and to stand aside from decision making when a conflict arises between their role as an elected representative and any private or other external interest they might have.

3. Confirmation of Previous Minutes

That the minutes of the Strategic Capability Committee meeting held on [Thursday, 26 April 2018](#) be confirmed (refer page 5).

4. Deputations by Appointment

There were no deputations by appointment at the time the agenda was prepared.

5. Presentation of Petitions

There were no petitions received at the time the agenda was prepared.

Strategic Capability Committee OPEN MINUTES

Date: Thursday 26 April 2018
Time: 12.06pm
Venue: Committee Room 1, Level 2, Civic Offices,
53 Hereford Street, Christchurch

Present

Chairperson	Mayor Lianne Dalziel
Deputy Chairperson	Deputy Mayor Andrew Turner
Members	Councillor Vicki Buck
	Councillor Phil Clearwater
	Councillor Pauline Cotter
	Councillor David East
	Councillor Raf Manji

26 April 2018

Principal Advisor

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- Part A** **Matters Requiring a Council Decision**
Part B **Reports for Information**
Part C **Decisions Under Delegation**
-

The agenda was dealt with in the following order.

1. Apologies

Part C

There were no apologies.

2. Declarations of Interest

Part B

There were no declarations of interest recorded.

3. Confirmation of Previous Minutes

Part C

Committee Resolved SCCM/2018/00012

That the minutes (open and public excluded) of the Strategic Capability Committee meeting held on Wednesday, 7 February 2018 be confirmed.

Councillor East/Councillor Cotter

Carried

4. Deputations by Appointment

Part B

There were no deputations by appointment.

5. Presentation of Petitions

Part B

There was no presentation of petitions.

9. Resolution to Include Supplementary Reports

Committee Resolved SCCM/2018/00013

That the reports be received and considered at the Strategic Capability Committee meeting on Thursday, 26 April 2018.

Public Excluded Items

9. Strategic Capability Committee Independent Member

Mayor/Councillor Cotter

Carried

6 Resolution to Exclude the Public

Committee Resolved SCCM/2018/00014

Part C

That Rachel Bland of Deloitte, remain after the public have been excluded for Item 9, Strategic Capability Committee - Performance Review, of the public excluded agenda as she will assist the Committee.

That at 12.07pm the resolution to exclude the public set out on pages 8 to 9 of the agenda and pages 5 to 6 of the supplementary agenda be adopted.

Mayor/Councillor Buck

Carried

The public were re-admitted to the meeting at 1.38pm at which time the meeting concluded.

CONFIRMED THIS 23RD DAY OF MAY 2018

MAYOR LIANNE DALZIEL
CHAIRPERSON

6. 2018 Resilience Programme

Reference: 18/95856

Contact: Mike Gillooly

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1. Purpose and Origin of Report

Purpose of Report

- 1.1 The purpose of this report is to update the Strategic Capability Committee on the proposed 2018-19 work program for the Greater Christchurch Resilience Plan (the Plan).

Origin of Report

- 1.2 This report is staff generated.

2. Significance

- 2.1 The decisions in this report are of low significance in relation to the Christchurch City Council's Significance and Engagement Policy because the proposed 2018-19 work program will implement components of the Greater Christchurch Resilience Plan, which was consulted on, and approved, by the Council in 2016.

3. Staff Recommendations

That the Strategic Capability Committee:

1. [Note the 2018 Resilience Programme which gives effect to the priorities identified in the Greater Christchurch Resilience Plan \(which was approved by Council in 2016\).](#)

4. Key Points

- 4.1 In October 2013 the City of Christchurch applied to the Rockefeller Foundation to take part in their 100 Resilient Cities Centennial Challenge. The application proposed Christchurch as part of a global network, so that not only could Christchurch learn from what it had been through but so the City could also share its experiences with the rest of the world. Christchurch's application was successful and work commenced within the 100 Resilient Cities framework towards the eventual development and publication of a [Resilient Plan](#) (the Plan).
- 4.2 The Plan was approved by the Greater Christchurch partnership in September 2016. The implementation plan (refer page 101 onwards) contains 58 discrete **city-wide** actions across greater Christchurch and, of these, the City Council have 22 projects underway.
- 4.3 Over and above the ongoing actions (as per the implementation plan), during 2018-19 the Chief Resilient Officer will identify all completed actions and establish indicators of 'completion' for the remaining actions in the implementation plan. This will enable more comprehensive reports on the progress of the Resilient Greater Christchurch Plan and contribute data for a future review of, and potentially, the finalisation of, the current Resilient Greater Christchurch Plan.
- 4.4 Over 2018-19 the Chief Resilience Officer will also focus on the following actions:
 - **Future Ready Programme** - a clear focus on the impact on the community and workplace of forecast technological, demographic and attitudinal shifts.
 - **Infrastructure Resilience Agenda** for 2018 – 2021 to drive infrastructure investment decisions.
 - **Embedding Resilience understanding and capability** through workshops for staff.

- **Proactively promote** and support the implementation of resilience actions through an expo, online communications and exploring opportunities to leverage the relationship with the 100 Resilient Cities network.

5. Discussion

Future Ready Programme

- 5.1 The Future Ready Programme (action 7B in the Resilient Greater Christchurch Plan) focuses on the impact of technological, demographic and attitudinal shifts.
- 5.2 The 100 Resilient Cities programme refers to the concept of cities being engines of inclusion rather than of displacement and notes that “[R]ecently, we have seen a shift, with some forward thinking cities, like Munich, Singapore and Stockholm, that are working hard to figure out how to be engines of inclusion rather than ones of displacement. Searching out how to create more opportunity, rather than more disparity. These cities acutely understand that if the positive benefits of their growth are not shared evenly across their neighbourhoods and among their residents, this growth simply won’t be sustainable.”
- 5.3 This project will deliver on the Resilient Greater Christchurch Plan’s Future Ready programme and contribute to the Council’s proposed Prosperous City community outcome “an inclusive, equitable economy with broad-based prosperity for all” by:
 - Identifying inclusive growth and equity opportunities within the reviews of the Council’s Strengthening Community Strategy and the Christchurch Economic Development Strategy.
 - Seeking approval from the Greater Christchurch Partnership Senior Managers Group to investigate a project with the Ministry of Innovation, Business and Employment-funded CaDDANZ project with Professor Paul Spoonley on demographic (growth, ageing and inclusion) data and contribute towards any future review of the Greater Christchurch Partnership Strategy.

The Infrastructure Resilience Agenda for 2018-2021

- 5.4 This project supports the Resilient Greater Christchurch’s Understand goal to improve understanding and acceptance of risk, specifically focused on action 9A “Embed risk literacy in asset management programmes”.
- 5.5 The project will ensure infrastructure investment decisions are supported with resilience thinking and align with Council’s strategic priorities and leverage opportunities to respond to the range of challenges and opportunities facing the city. The challenges include natural hazards such as earthquakes, coastal hazards, population growth and an aging population as well as increasing infrastructure renewal requirements. The range of opportunities that also need consideration include disruptive advances in technology.
- 5.6 Christchurch also has an infrastructure renewal deadline emerging – 80% of our \$13b capital spend over the next 30 years is renewal of current infrastructure. This is an opportunity to build back in a more resilient way.
- 5.7 Other work that is underway that is complimentary to a robust infrastructure agenda includes our strategic priority on climate change leadership and our target of becoming net carbon neutral by 2030.
- 5.8 This will be achieved by embedding resilience and risk literacy in the development of the 2021 Infrastructure Strategy by:
 - Supporting the programme scoping, planning and delivery for the 2021 – 2051 Infrastructure Strategy.

- Clarifying the resilience inputs required to support resilience measurements within the Council.
- Provide a champion role in building key resilience concepts through structured workshops and coaching delivered through the 'Embedding Resilience Capability' project (see below).
- Supporting the inclusion of knowledge and learning from Resilient Greater Christchurch so that it can be integrated into the Infrastructure agenda, both within CCC and externally.

Embedding Resilience Capability

- 5.9 This project (action 9A in the Resilient Greater Christchurch Plan) will develop an approach that helps embed (institutionalise) resilience thinking and perspectives and will develop practical tools and guidance (for Council staff in the first instance but may extend to staff in other Greater Christchurch Partnership agencies and to developing an elected members module). This is likely to be in the form of training / workshops / online resources and include developing a set of practical tools or guides for project managers.
- 5.10 The project will include:
- Level 101 training workshops (initially for Council staff) in 'resilience' themes, qualities, language, concepts and tools to widely embed a common understanding and foundational knowledge-base.
 - Investigating a practical methodology for identifying and measuring the resilience dividend, if any, and how well a project delivers against its resilience qualities.

Proactively promote and support the implementation of resilience actions

- 5.10 This project intends to raise our profile both nationally and within the wider 100 Resilient Cities network. It will fulfil an obligation to share our experience and as such we will engage with governance and senior leaders to set the agenda and frame the dialogue. Direct involvement by the Resilience team in regional and national programmes that align with 'the Plan' including the regional Lifelines forum, Science Challenges, Quake Centre initiatives and the Regional Natural Hazard Risk Reduction Group.
- 5.11 The project will:
- Increase our on-line presence with a structured programme based on resilience themes that explain our resilience challenges and what can and is being done to address them. The programme will also feature opinion pieces from the Chief Resilient Officer as well as others.
 - Organise and host a resilience expo in August 2018 showcasing the Council and city-wide projects underway from the Resilient Greater Christchurch Plan.
 - We will also continue to leverage the valuable support from 100 Resilient Cities to support resilience implementation, for example, inviting City projects to apply for the Colombia University Resilience Accelerator Fund and for pro-bono support from other 100 Resilient Cities partners; facilitating demonstration workshops from 100 Resilient Cities partners such as Deltares and Resilient Value Realisation Labs; and hosting global network exchanges.

Attachments

There are no attachments to this report.

Confirmation of Statutory Compliance

Compliance with Statutory Decision-making Requirements (ss 76 - 81 Local Government Act 2002).

(a) This report contains:

- (i) sufficient information about all reasonably practicable options identified and assessed in terms of their advantages and disadvantages; and
- (ii) adequate consideration of the views and preferences of affected and interested persons bearing in mind any proposed or previous community engagement.

(b) The information reflects the level of significance of the matters covered by the report, as determined in accordance with the Council's significance and engagement policy.

Signatories

Authors	Mike Gillooly - Chief Resilience Officer Claire Bryant - Team Leader Policy
Approved By	Brendan Anstiss - General Manager Strategy and Transformation

7. Resolution to Exclude the Public

Section 48, Local Government Official Information and Meetings Act 1987.

I move that the public be excluded from the following parts of the proceedings of this meeting, namely items listed overleaf.

Reason for passing this resolution: good reason to withhold exists under section 7.

Specific grounds under section 48(1) for the passing of this resolution: Section 48(1)(a)

Note

Section 48(4) of the Local Government Official Information and Meetings Act 1987 provides as follows:

“(4) Every resolution to exclude the public shall be put at a time when the meeting is open to the public, and the text of that resolution (or copies thereof):

- (a) Shall be available to any member of the public who is present; and
- (b) Shall form part of the minutes of the local authority.”

This resolution is made in reliance on Section 48(1)(a) of the Local Government Official Information and Meetings Act 1987 and the particular interest or interests protected by Section 6 or Section 7 of that Act which would be prejudiced by the holding of the whole or relevant part of the proceedings of the meeting in public are as follows:

ITEM NO.	GENERAL SUBJECT OF EACH MATTER TO BE CONSIDERED	SECTION	SUBCLAUSE AND REASON UNDER THE ACT	PLAIN ENGLISH REASON	WHEN REPORTS CAN BE RELEASED
8	PUBLIC EXCLUDED STRATEGIC CAPABILITY COMMITTEE MINUTES - 26 APRIL 2018			REFER TO THE PREVIOUS PUBLIC EXCLUDED REASON IN THE AGENDAS FOR THESE MEETINGS.	
9	PROPOSED EXTENSION OF THE COUNCIL'S LIVING WAGE POLICY TO COUNCIL-CONTROLLED ORGANISATIONS AND COUNCIL CONTRACTORS	S7(2)(B)(II), S7(2)(G), S7(2)(H)	PREJUDICE COMMERCIAL POSITION, MAINTAIN LEGAL PROFESSIONAL PRIVILEGE, COMMERCIAL ACTIVITIES	THE PAPER PROVIDES COMMERCIALLY SENSITIVE INFORMATION RELATING TO COUNCIL TRADING ORGANISATIONS AND PRIVATE SERVICE PROVIDERS WHICH, IF RELEASED TO THE MARKET MAY GIVE COMPETITORS INSIGHT INTO THEIR COST STRUCTURES AND CONSEQUENTLY PRICING.	COUNCIL STAFF REPORT RELEASED WITH THE APPROVAL OF THE CHIEF EXECUTIVE AT A TIME WHEN THERE IS NO LEGAL BASIS FOR WITHHOLDING THE INFORMATION. THE CCHL REPORT AT ATTACHMENT A ONLY WITH THE APPROVAL OF THE CHIEF EXECUTIVE OF CCHL