

TERMS OF REFERENCE

Coastal Panel

Coastal Hazards Adaptation Planning programme

Document Purpose

The purpose of this Terms of Reference (TOR) is to identify and outline the roles and responsibilities of members co-opted onto a Coastal Panel. It provides an overview of the activities that will support this process.

A separate TOR has been developed for the Specialist and Technical Advisory Group (STAG), the purpose of which is to identify and outline the roles and responsibilities of STAG members co-opted to assist the Coastal Hazards Adaptation Planning (CHAP) programme team and Coastal Panel.

Details	
Forum	Coastal Panel
Organisation	Christchurch City Council
Project Name	Coastal Hazards Adaptation Planning (CHAP) programme
Purpose of Forum	To provide informed recommendations to Council for adaptation plans that allow communities impacted by sea level rise (due to coastal flooding, coastal erosion and rising groundwater), to respond to changes over time.
Reporting to	Team Leader Climate Hazards Adaptation Planning
Start date	2026

1. Project overview

The Council's coastal hazards adaptation programme follows the Ministry for the Environment's (MfE) *Coastal Hazards and Climate Change Guidance for Local Government* (2024). This guidance establishes a structured engagement process with communities that support people to adapt to life in a changing climate through increased awareness and the development of community-led adaptation plans that consider the social, cultural, natural and built environments. The adaptation plans will identify community values and objectives and set pathways that are adjusted over time to respond to the impacts of sea level rise, enabling communities and the Council to prepare for the future in times of uncertainty.

Christchurch City Council has established a process for undertaking adaptation planning in partnership with communities, through a process that emphasises public participation, and with the establishment of a Coastal Panel of community members to identify preferred adaptation pathways. You can find out more about this process in the Council's [Coastal Adaptation Framework](#).

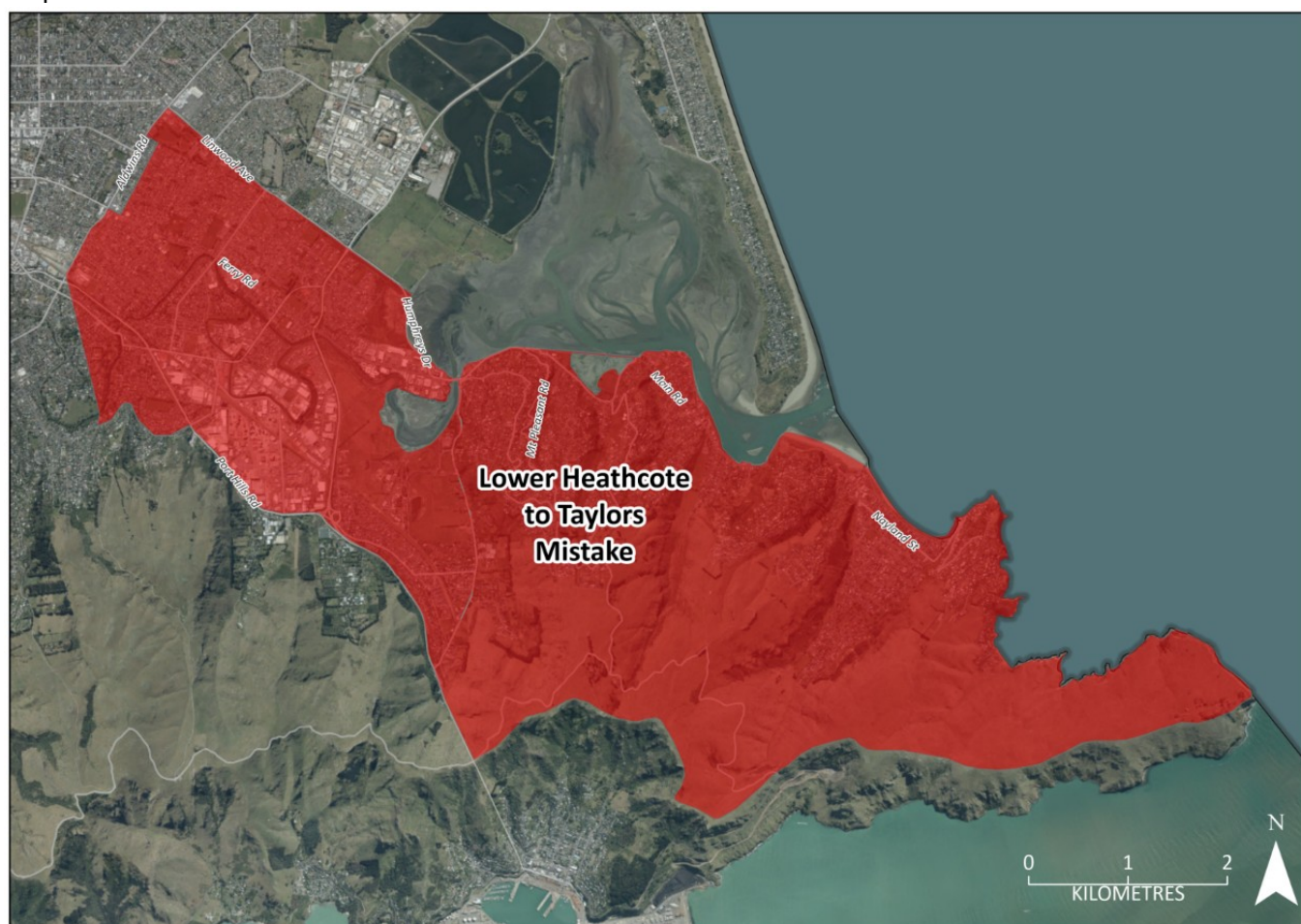
Over time, the development and implementation of community-led adaptation plans will have significant implications for the city's infrastructure, District Plan, population movement and distribution, natural environment, and the ways that communities and the Council manage the impacts of sea level rise.

2. Project objectives

The purpose of the coastal adaptation programme is to provide low-lying inland and coastal communities, and the Council, with adaptive pathways that allow us to plan for, and respond to, coastal hazards impacted by sea level rise.

The programme objectives are:

The purview of the Coastal Panel will be limited to the geographic scope of the Adaptation Area defined in the map below.



Guidelines for the Coastal Panel membership are set out in the table below. The exact composition of the Panel may vary as required to ensure the final group adequately represents the communities within the Adaptation Area.

Membership	Appointment	Min	Max
Community representatives	Expression of interest	7	11

Te Ngāi Tūāhuriri Rūnanga ¹	Nominated	0	2
Waihoru Spreydon-Cashmere-Heathcote Community Board	Nominated	1	1
Waitai Coastal-Burwood-Linwood Community Board	Nominated	1	1
Youth representation	EOI or direct appointment as needed	2	4
Business and industry	EOI or direct appointment as needed	1	2
Wider city representatives	EOI or direct appointment as needed	1	1
Total		13 to 21*	

*The maximum number refers to the overall cap for the Panel. It is not the sum of all groups shown in the table, as direct appointments will only be used where needed to address representation gaps and will not be made to the full extent if adequate representation is achieved through the EOI process.

4. Purpose, function, and role of the Coastal Panel

The purpose of the Coastal Panel is to provide informed recommendations to the Council for adaptation plans that allow communities impacted by sea level rise, to respond to changes over time.

The specific functions of the Coastal Panel are to:

- Consider the cultural, social, environmental, built, physical and economic impacts of coastal hazards, along with various limitations, such as the community's tolerance to risk and agree - where possible by consensus - on recommended adaptation pathways, including alternative options.
- Support the Council's engagement with the wider community throughout the adaptation planning process on matters including: understanding community values, sharing shortlisted options, and communicating preferred pathways and triggers for action.
- Consider community views alongside input and expertise from technical and specialist advisors (the STAG and CHAP team) in order to make recommendations to the Council on adaptation pathways.

The Coastal Panel does not have decision-making authority, or powers of veto. However, the Coastal Panel plays a central role in shaping the outcome of the adaptation pathways: its deliberations will result in a formal recommendation to Council to inform a final decision by Council.

Note that the Coastal Panel is not expected to have an expert understanding of all matters. Rather, it is there to provide a 'community lens' and will be supported by the STAG who will provide specific advice and input on technical, economic, environmental, social and cultural matters.

5. Operating Protocols

- Coastal Panel members are expected to make every effort to attend all scheduled meetings. If a member is absent for two or more consecutive meetings (not including urgent meetings) then, at the discretion of the Facilitator, their honorarium payment may be reviewed. Where four or more consecutive meetings are missed, membership may be reviewed and a reappointment process may be triggered.
- Voting members of the Coastal Panel shall not appoint alternates or nominate a proxy to attend a meeting/workshop where they are unable to attend.
- Where a Coastal Panel member is no longer available to continue participation on a Coastal Panel for any reason, a reappointment process may be triggered for a new member, to be accepted at the discretion of the Independent Chair.
- If the Independent Chair is absent from all or part of a meeting, a CHAP programme team member or their nominee, will exercise the meeting responsibilities, duties, and powers of the Independent Chair for the period of their absence.

¹ Individual rūnanga that fall within an Adaptation Area will determine their representation on the Coastal Panel.

- A minimum of 50 percent plus one (1) Coastal Panel members with voting rights are required for the meeting/workshop to be recognised as an authorised meeting for the recommendations or resolutions to be valid.
- Coastal Panel meetings are not open to the public. However, the Panel's progress and key decisions will be communicated to the wider community at intervals through the adaptation planning process to maintain transparency.
- Notes will be taken of all Coastal Panel meetings. Notes will not record meeting conversations verbatim, but will provide an overall summary of the issues covered and the conclusions/decisions reached. The notes of each Coastal Panel meeting will be recorded and distributed by the Panel Secretariat to all relevant parties, including the Coastal Panel, STAG, Independent Chair, and CHAP programme team members no later than seven (7) working days following each meeting. These notes will be a public record and released at the end of the Coastal Panel process.
- Meeting agendas will be agreed with the Independent Chair and Team Leader Climate Hazards Adaptation Planning and distributed at least two (2) working days prior to the next scheduled meeting.
- Coastal Panel members will be strongly encouraged to attend meetings in person. However, where circumstances require, meetings may be conducted online.
- Council will be responsible for providing all the necessary support for the effective functioning of the Panel, including the provision of meeting venues, refreshments, and staff support for the preparation of agendas, notes, communications etc.
- None of the matters in this TOR replaces, limits or restricts:
 - The individual decision-making of the Council and organisations involved.
 - The statutory responsibilities and obligations of the Council for the implementation of plans and policies, including consent processing, monitoring, enforcement and compliance.
 - The ability to collaborate or work together in ways not defined in this TOR.

6. Purpose, function and role of all other parties

The membership and roles of all parties involved in the adaptation planning process is set out below:

Support roles

These roles have speaking rights, but no voting rights.

Independent Chair

- Works with the CHAP programme team to organise and prepare for workshops/meetings.
- Clarifies the purpose or focus of each workshop/meeting.
- Is responsible for the management and facilitation of each workshop/ meeting including timekeeping, resolving conflicts, facilitating debates and seeking to build consensus among members.
- Is responsible for securing the required outcomes for each workshop/meeting based on the agenda in a fair, transparent and efficient manner.
- Ensures that all Coastal Panel members adequately understand the information that is presented and communicated through drawing on expertise from the STAG.
- Is responsible for issuing the final Coastal Panel recommendation report to the Council. However, the responsibility for preparing the document sits with the CHAP programme team.
- Where required, attends and presents recommendations to the Council, or other delegated decision-making forums.
- As directed by Council, act as an official spokesperson of the Panel to the wider community.
- Deals with media enquiries on behalf of the Coastal Panel²

Panel Secretary

- Pre-circulates meeting agendas to Coastal Panel members, Independent Chair and STAG.
- Takes notes/minutes and captures actions at meetings/workshops.

² Note that the Council Media Manager (or in their absence, their delegate) must be consulted about all media enquiries.

Specialist and Technical Advisory Group

- Provide specialist and technical advice to the Council and Coastal Panel, noting that the advice provided should fall within an individual's area of expertise, be factual and evidence-based, be easily understood, and fall within the project scope.
- Attend Coastal Panel workshops/meetings as required in a support role (without voting rights).
- Critically challenge, correct factual inaccuracies, and provide in-depth knowledge and expertise to support the consideration of effectiveness, feasibility, and environmental impact throughout the adaptation planning process.
- Be responsible for the accuracy of the advice provided.
- Council assets owners on the STAG are responsible for ensuring their respective units are kept up to date and have opportunities for input where appropriate throughout the process. This responsibility includes ensuring that key advisors within asset units are engaged at critical times to ensure advice is aligned with wider unit priorities, and that senior managers in the asset units are briefed on complex, costly or controversial advice provided by the STAG member.

Rangatahi Advisory Group

- Build participant's understanding of coastal hazards, climate change adaptation, and the adaptation planning process.
- Provide a safe and supportive environment where young people can ask questions, test ideas, and discuss complex issues regarding climate change adaptation.
- Strengthen the confidence of the youth representatives to participate in Coastal Panel discussions.
- Enable a broader range of youth perspectives to inform adaptation planning decisions.
- Improve continuity of youth participation over the life of the adaptation planning programme.
- Support intergenerational decision-making by ensuring diverse and future-focused perspectives are actively considered.

Rangatahi Advisory Group Facilitator

- Works with the CHAP programme team to organise Rangatahi Advisory Group meetings.
- Clearly sets the purpose and subject of each meeting (in consultation with the Coastal Panel Independent Chair).
- Is responsible for the management and facilitation of each workshop, including: timekeeping, resolving conflicts, facilitating debates and seeking to build consensus among members.
- Provides pastoral care and support to Rangatahi Advisory Group members.
- Support members to develop their understanding of coastal hazards, climate adaptation, and the adaptation planning process.
- Work with members to develop and enhance skills such as public speaking, drafting submissions, and understanding the machinery of Council.

CHAP programme team

- Supports the Independent Chair to facilitate meetings/workshops including the provision and presentation of content (in conjunction with the STAG).
- Provides programme management including timelines, planning, progress monitoring and execution.
- Supports Panel members including the provision of appropriate resources.
- Provides Coastal Panel with clear guidance around instances in which adaptation planning collateral can be shared outside of the Coastal Panel meetings.
- Provides regular updates to the Coastal Hazard Working Group and the Council.

Observers

On occasion, observers may be invited to observe the process. They do not have any voting rights and their attendance is at the discretion of the Independent Chair who may limit numbers attending each meeting in order to maintain an appropriate balance of Coastal Panel representatives.

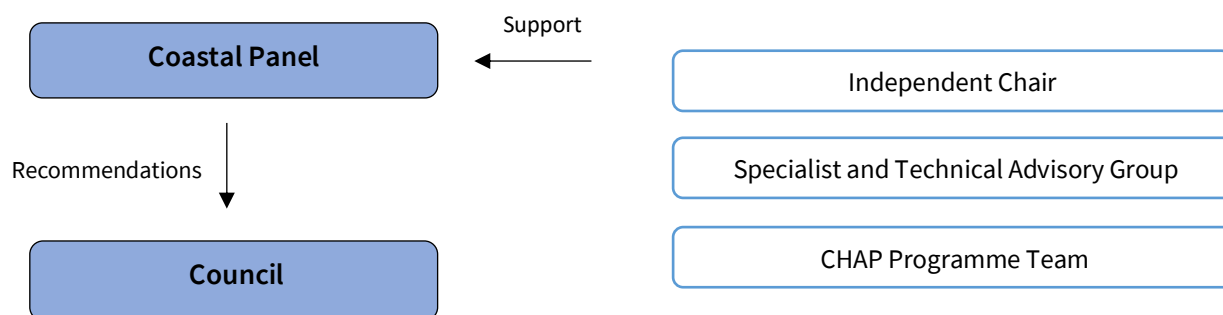
7. Member attributes and protocol for collaborative deliberation

The Coastal Panel represents a community-led collaborative stakeholder process with the aim of providing the Council with advice and recommendations on adaptation planning for priority locations within Adaptation Areas impacted by sea level rise.

For this process to be successful, members of the Coastal Panel will need to have the ability to explore, consider and deliberate on options and recommendations with an open mind, taking into account diverse views and interests, rather than advocating for a particular point of view. The following collaborative protocol is to be followed by all Coastal Panel members, support roles, and observers:

- All parties will agree to abide by the Code of Conduct (see Supporting Documentation).
- All parties will participate co-operatively for the 'long term benefit' of the region as a whole, rather than to pursue a pre-determined outcome, or to benefit a specific interest group.
- Information said or given to the Coastal Panel may not be used in a subsequent planning or legal process except for any recommendations and agreements reached by the Coastal Panel.
- As per the Code of Conduct, any public statement regarding advice or recommendations made by the Coastal Panel is to be agreed by the Coastal Panel and made through the Independent Chair. This also applies to observers, Council staff, and any others who may attend in support of Coastal Panel meetings.
- Decisions will be made where possible by consensus (100% of the Coastal Panel being in agreement) with a process to capture any points of disagreement. Where 100% consensus cannot be reached on a specific piece of advice or a recommendation, the reasons for disagreement will be noted, any alternatives defined, and the reasons for members positions on the alternatives recorded. This process may also be utilised where there is disagreement between the STAG and Coastal Panel on the suitability of the preferred pathway in whole or in part to address the identified risk.
- Where the Independent Chair deems it necessary, an urgent meeting may be called to discuss matters that cannot wait until the next scheduled meeting of the Coastal Panel. With the agreement of a majority of Coastal Panel members, the meeting may be held electronically provided all usual requirements for meetings are maintained (including the presence of a quorum), varied to accommodate members joining by audio or audio visual link.
- When the Coastal Panel reaches a decision, members of the Coastal Panel and/or STAG will be expected to acknowledge that decision in subsequent public discussion, or presentation to the Council.
- Where a member of the Coastal Panel is absent from a meeting and wishes to raise a matter relating to recommendations or decisions reached in their absence, they must notify the Independent Chair following circulation of the minutes. Any request to revisit a matter will be considered at the discretion of the Independent Chair and, if agreed, will be placed on the agenda for the following meeting.
- The Coastal Panel members will be expected to read and understand the relevant provisions of legislation referred to them from time to time by the Independent Chair, the Coastal Panel secretary, the STAG and/or the CHAP programme team.

8. Governance



9. Term of appointment

The term of the Coastal Panel is until such a time as when its recommendations are presented to the Council³, and a decision is made to adopt the draft plan, and a subsequent lessons learned exercise is completed.

10. Recognition of contribution

In recognition of the commitment of Coastal Panel member's time to prepare for and attend meetings, Christchurch City Council will recognise the contribution of the community, rūnanga and wider city representatives with an honorarium of \$250 per meeting. Associated transportation costs will be reimbursed, as will paid childcare if required.

Staff or elected members of Council are not eligible for remuneration.

11. Code of conduct

Coastal Panel members will comply with the Coastal Panel Code of Conduct (see Supporting Documentation). This covers matters such as confidentiality requirements, the duty to act honestly and with integrity, and contact with the media.

12. Conflict resolution

Should any conflict situations arise, the Coastal Panel members will work with the Independent Chair to resolve the conflict. Team Leader Climate Hazard Adaptation Planning is to be kept informed.

At all times parties shall consider the best interests of the coastal adaptation programme specifically, as well as those of Council generally, and any matters that have the potential to be viewed adversely by external parties (the 'front page test') shall be raised and addressed at the earliest possible opportunity. This may include calling a special meeting.

13. Supporting Documentation

Document Title	Purpose/Context	Link/Source/Reference
Code of Conduct	Sets out expectations of behaviour, confidentiality and contact with media.	Record 25/1369079: Coastal Panel draft Code of Conduct

³ Or equivalent decision-making committee as per the Council's delegations register.