Insights from the Independent Review of the Greater Christchurch Partnership

Insight Report

16 June 2025

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Preface

This report has been prepared for the Greater Christchurch Partnership by Sarah Baddeley and Cat Moody from MartinJenkins (Martin, Jenkins & Associates Ltd).

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Introduction

The Greater Christchurch Partnership (GCP or the Partnership), established in 2007, provides strategic coordination across the Greater Christchurch area. It brings together Christchurch City Council, Selwyn District Council, Waimakariri District Council, Environment Canterbury (ECAN), central government agencies, and mana whenua. The current GCP Committee evolved from the Greater Christchurch Urban Development Strategy Implementation Committee (UDSIC), which was formed alongside the adoption of the Urban Development Strategy to oversee its implementation.

The Greater Christchurch area covers approximately 4,500 square kilometres and is home to over 650,000 people – about 13% of New Zealand's population. The region has experienced significant growth, with the population projected to reach 700,000 by 2050 according to the Greater Christchurch Spatial Plan. This growth is concentrated in urban areas, with Selwyn District experiencing some of the fastest growth rates nationally. In combination this makes the Greater Christchurch area the country's second largest urban agglomeration.

The Partnership operates through a governance committee with three elected representatives from each territorial authority plus the Environment Canterbury Chair, supported by central government agencies (Waka Kotahi, Te Whatu Ora, Ministry of Housing and Urban Development, and Kāinga Ora) and mana whenua as partners. An independent chair has historically provided neutral leadership, with the Partnership supported by a dedicated secretariat. This independent chair role has recently ended and the Chair of ECAN is currently chairing the Partnership.

The **Greater Christchurch Partnership Committee** leads and coordinates the work of the Partnership. The members of the Greater Christchurch Partnership Committee are:

- Environment Canterbury (3 voting members)
- Mana whenua (3 voting members)
- Christchurch City Council (3 voting members)
- Selwyn District Council (3 voting members)
- Waimakariri District Council (3 voting members)
- Te Whatu Ora representative (1 voting member)
- Waka Kotahi NZ Transport Agency (1 non-voting member)

An early focus of the GCP was on overseeing implementation of the Greater Christchurch Urban Development Strategy (USD) although the GCP evolved to address transport, housing, and environmental challenges across the Greater Christchurch metropolitan area. The GCP and the Crown formed an urban growth partnership for Greater Christchurch (the Whakawhanake Kāinga Committee) in 2022. Over time the scope of the GCP has expanded. What began as a relatively focused planning initiative has evolved into a more comprehensive regional governance and development partnership with expansion of scope coupled with expansion of membership.

The GCP also sits within a broader context and approach to partnership and shared commitment to spatial planning and delivery. As noted above, the GCP is part of a network of Urban Growth Partnerships that extend to include local government, central government (including social and delivery agencies) and iwi to deliver on urban growth and spatial aspirations. They are also in line with strategic approaches to partnership seen in other jurisdictions. For example, in the United Kingdom, the Greater Manchester City Deal triggered the development of a new tool for determining investment priorities (the Greater Manchester Investment Framework), with investment coming from both central and local government and a new funding tool to incentivise sound investment decision making. (This framework was part of a broader strategy to devolve powers and responsibilities to the region and stimulate local economic growth).

This insights summary presents emerging findings from the independent review of the GCP, based on approximately 16 interviews and workshop sessions with elected members, chief executives, officials, and partner representatives. It synthesises feedback to surface key qualitative insights into how effectively the GCP is fulfilling its purpose, role, and functions, and explores perspectives on the efficiency of its operations and decision-making processes. The analysis also reflects on the alignment, outcomes, and impacts of key focus areas and initiatives undertaken since the Partnership's establishment. Methodologically, the key insights are summarised where a number of interviewees identified the issue and where the insight was considered to be directly relevant to the terms of reference. These insights do not constitute recommendations but instead form the foundation for the final report, which will draw conclusions on the focal questions, consider alternative organisational models, and suggest options for change.

1. Strategic context and focus

The GCP has had solid achievements in its work over the years

The Partnership has delivered substantial achievements, particularly in its foundational years and following the Canterbury earthquakes. As one elected member observed, the Partnership "stopped squabbling in the courts and being against each other", fundamentally changing how the Councils approached regional coordination.

Post-earthquake leadership: The Partnership's most transformative period came during earthquake recovery, when existing collaborative relationships enabled and supported a coordinated rapid response. As a key stakeholder identified, "we automatically had areas ready to be activated quickly for development, that saw a huge supply of land come in and saw house prices stable for 10 years."

This coordination "played a huge part in how Greater Christchurch has formed and accelerated since the earthquake."

Cross-boundary coordination: The Partnership established effective mechanisms for addressing issues that span Council boundaries. As one elected member observed, it created a forum where Councils could "hash out the cross-boundary issues and work towards that" in a collegial environment where "everyone is quite collegial, don't always agree."

Strategic planning success: The Partnership has successfully delivered major strategic documents including the Urban Development Strategy 2007, which became "the foundation document that led to the post-quake recovery." More recently, the Greater Christchurch Spatial Plan received widespread praise, with a senior outgoing stakeholder noting "universal support around the Council table, with only minor questions" and describing it as having "high level of community engagement." We also understand that the Greater Christchurch Spatial Plan is regarded by central government officials as a good example of its kind.

The **Greater Christchurch Spatial Plan** is a strategic blueprint for managing growth in the Greater Christchurch region, unanimously endorsed by the Greater Christchurch Partnership Committee on Friday 16 February 2024 and adopted by all Partner Councils in March 2024. The plan addresses projected population growth from 500,000 to 800,000 people by 2050, potentially doubling to 1 million in the future. It was praised for its robust evidence base, rigorous analysis and innovative consultation, involving more than 7,000 people during development. The plan focuses on targeted urban intensification, climate resilience, affordable housing, and coordinated transport planning across council boundaries, building on successful collaboration since the Canterbury earthquakes.

Transport infrastructure delivery: The Partnership also helped secure significant transport investment, including three motorways that "we wouldn't have had without agreement and a land use strategy." The Mass Rapid Transit business case, completed at a cost of $1.5 million and funded by Waka Kotahi, represents the Partnership's most recent major achievement, though implementation remains dependent on central government support.

Looking forward presents new strategic challenges

Several elected members emphasised that the Partnership's major foundational work has been largely completed, creating uncertainty about future strategic direction. One elected member highlighted, "I start to wonder what is next. Are we the right people to deliver the rest of the programme?" This sentiment was echoed by another "It feels like the whole thing is winding down, and we will go to our corners." Other stakeholders were concerned at what would happen without the structure and discipline of the partnership approach. This different perspective of elected members as compared to other stakeholders (central government, local government and mana whenua) is a sub-theme throughout our insights.

Purpose and direction questions: Multiple interviewees questioned the Partnership's current strategic purpose. An elected member observed that "it used to be used for advocacy to central govt. shared goals. We would invite Ministers to meetings, not doing that this turn." The absence of clear external drivers has left some partners asking what the next phase should focus on.

Political environment changes: The changing government policy environment has created uncertainty among partners that is impacting collaboration and partnership-based approaches generally. As a senior stakeholder noted, "the uncertainty of the environment...creating angst in our Partners and hence the Review where we have seen water services, RMA reform and we are not sure how it will land." We heard from different stakeholders that the current policy context is impacting the ability for Councils to work together collaboratively including in partnership with mana whenua.

Strategy vs implementation: The Partnership successfully transitioned from emergency response of the earthquake period into strategic planning but now faces the challenge of moving from strategic planning to implementation. As a central government representative observed, "the focus hasn't been the implementation of the plan. The work is in front of them not behind them". This insight is consistent with what is known from other Urban Growth Partnerships where significant focus has shifted to implementation including a focus on joint actions as well as holding the partners accountable for individual actions.

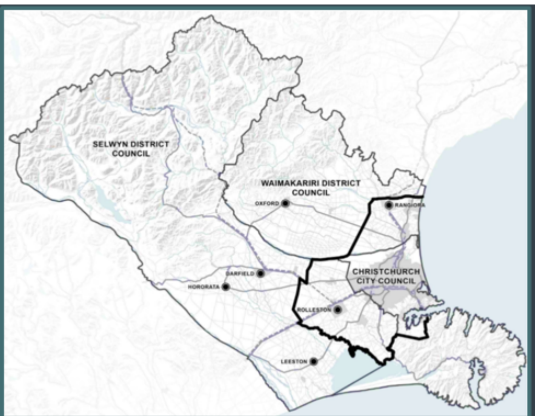
Current growth pressures require coordinated responses across boundaries

Boundaries of Greater Christchurch

Greater Christchurch sits at a remarkable confluence where the Canterbury Plains meet the Pacific Ocean, bordered by the ancient volcanic landscapes of Whakaraupō / Lyttelton and Te Pātaka a Rākaihautū / Banks Peninsula.

The region stretches northward to Rangiora and southward to Lincoln, while extending from Rolleston in the west through to Sumner on the eastern coast. This encompasses both the expansive flat lands and the distinctive Port Hill areas that characterize Ōtautahi Christchurch.

This area forms part of a rich cultural landscape that carries deep historic and contemporary significance for Ngāi Tahu whānui.



The region spans across the traditional territories of three Papatipu Rūnanga: Te Ngāi Tūāhuriri, Taumutu and Te Hapū o Ngāti Wheke (Rāpaki). Within Greater Christchurch itself, the marae of both Te Ngāi Tūāhuriri and Te Hapū o Ngāti Wheke maintain their important presence in the cultural fabric of the area.

Canterbury continues to experience significant growth pressures that create cross-boundary challenges requiring coordinated responses. The Greater Christchurch Spatial Plan projects population growth from approximately 650,000 to 800,000 by 2050, representing a 23% increase concentrated in urban areas and firmly cement Greater Christchurch as New Zealand's second largest urban agglomeration.

Uneven growth distribution: Growth is not evenly distributed across the partnership area, with major development pressure in the southwest corridor spanning Christchurch and Selwyn boundaries. A key central government agency stakeholder noted that the challenges facing Greater Christchurch growth, just over the border in Selwyn, are similar to the challenges that were faced north of Auckland.

Infrastructure coordination needs: The ongoing challenges of land use, land availability and managing hazard risk were also identified as justification for continued coordination of infrastructure planning across boundaries to support sustainable development patterns and to prevent developer behaviour driving the outcomes as opposed to communities.

Service delivery implications: This growth pressure also creates demands for coordinated service delivery. As a senior stakeholder noted, the Partnership approach needs to consider the flow on effect from the Greater Christchurch area impacts areas like Oxford and Amberley and the connection to service delivery across the broader Canterbury region.

Implementation of the spatial plan remains a key challenge

While the Greater Christchurch Spatial Plan is widely regarded as high quality – described by a central government representative as "one of the best in New Zealand" – stakeholders identified that implementation remains challenging. Multiple interviewees expressed frustration with the gap between planning and delivery and the need for implementation to occur with clear accountability, including collective accountability.

Local translation gap: The spatial plan "hasn't led to a Regional Policy Statement change or to a district plan change," as a central government representative noted. This regulatory translation gap means the plan lacks formal implementation mechanisms through existing planning frameworks.

Authority and mandate limitations: Some stakeholders noted the limitations the GCP has to drive direct implementation with clear delegated authority. This lack of clear authority and accountability was cited as driving a disconnect between strategic planning and delivery.

Resource and investment requirements: Implementation of the Spatial Plan requires significant investment from multiple parties. As an elected member noted "GCP is not a delivery body and does not hold a budget, yet many of its strategies and plans require substantial investment. Even when GCP endorses a plan, implementation depends on individual Councils to fund and prioritise those actions." This issue is not uncommon across complex systems, but as compared to other Growth Partnerships there does appear to be an opportunity to improve collective accountability across the Partnership including to each other. This latter approach is one that has been a key feature of the work of the Future Proof Implementation Committee approach taken in the Waikato.

Central government dependencies: This issue of accountability, action and investment does not just relate to local government partners. Key elements of the spatial plan, particularly transport infrastructure, are dependent on central government investment. The Mass Rapid Transit business case completion demonstrates planning capability, but implementation awaits government funding decisions. There is some indication that a commitment by GCP may not be having as much weight as compared to other urban growth partnerships. Some stakeholders highlighted that the inability for the Canterbury region and the GCP specifically to put forward a regional deal was evidence of this.

Economic development lacks clear regional coordination

Economic development emerged as an area requiring greater strategic attention, with several interviewees noting the absence of a clear economic development strategy for Greater Christchurch. As a central government official noted, "we don't have an economic plan for Greater Christchurch/Canterbury." We reviewed materials related to this issue and there seemed to be a more limited appetite by elected members for progressing this discussion in GCP, with a preference for the discussion to occur in the Mayoral Forum. This did not seem to be widely understood by the broader member group.

Regional economic potential: The Greater Christchurch area represents significant economic potential, with one elected official declaring that "Canterbury should be the powerhouse of the country if we were better and smarter with how we operated." However, this potential requires coordinated approaches to infrastructure, skills development, and investment attraction which several stakeholders agreed was lacking. The relationship to the university, science, innovation and the broader primary sector were identified as key strengths for the region. The significant population inflow is another source of advantage but also growth pressure.

Mana whenua as an economic partner: Mana whenua partners provided feedback that the common economic aspiration was not well understood nor the potential for this to be a source of significant advantage for the region. An elected member noted that this shared economic aspiration was not as aligned as it had been during the earthquake recovery period.

Business sector engagement: Several interviewees suggested stronger collaboration with Business Canterbury and economic development agencies. An elected member noted that the GCP had done some limited work with Business Canterbury, and that the "relationship is better than it was before" and suggested the Partnership could "consider bringing Business Canterbury around the table."

Coordination challenges: Current economic development efforts appear fragmented across multiple organisations. As officials noted, economic discussions are happening through "Christchurch NZ; Business Canterbury; Canterbury Mayoral Forum is doing that economic development" but without clear coordination or regional strategy. This lack of coordination may also help explain the challenges in directly attracting government interest given the priority the current government is placing on economic growth and productivity and sits in contrast to the approach being taken to other parts of the country.

2. Partnership approach and operations

Multi-party engagement brings valuable perspectives but faces practical constraints

The Partnership's inclusion of central government agencies and mana whenua alongside local government represents both a strength and a source of complexity. While the multi-party approach enables broader strategic alignment and can assist in informing coordinated decision making, it also creates practical challenges that may limit effectiveness if not well catered for.

Working in partnership with mana whenua: Critical to the current approach to the Partnership, and other urban growth-related partnerships around the country, is the case for working in partnership with mana whenua. Feedback from stakeholders was that there were mixed views and understanding of the value of working in partnership through mechanisms that share accountability and governance such as the GCP.

For mana whenua representatives, the case for partnership and collaboration is clear. It reflects the Treaty of Waitangi relationship, enables specific aspects of Treaty settlement legislation to be demonstrated in action, and is a practical way of aligning the shared aspirations for broader community prosperity (including where mana whenua is undertaking investment activity).

Stakeholders who valued mana whenua involvement in the Partnership highlighted the value of shared aspirations, the importance of a strengths-based and future-focused partnership, and a positive step away from the historical litigious low trust nature of the relationship. For these stakeholders it was a "no brainer" to have mana whenua involvement.

There were some interviewees, predominantly elected members, who were more challenged to see the value or case for direct involvement of mana whenua in the GCP. For those members, their preference tended to be for engagement with mana whenua directly by individual Councils or through consultative mechanisms operated under the auspices of the Mayoral Forum. Such mechanisms are unlikely to meet the expectations of mana whenua.

Mana whenua representatives interviewed also expressed disappointment at the decision to not have an independent chair.

This lack of alignment on the value of a partnership approach is experienced by mana whenua representatives. Concerns were raised about deteriorating relationships, agendas being pre-determined and a lack of cultural understanding. In a context of competing priorities and the absence of a strategic agenda, it is unsurprising that mana whenua may be choosing to spend their time on other more important and valued issues. Government representatives also observed this and pointed to the different approach being experienced in other urban growth partnerships.

Central government agency challenges: Central government agencies face their own constraints in meaningful participation impacted by their own delegations and decision-making processes, changes in political priorities and recent changes in structure and accountability. At a political level, some elected members had an increased confidence in their ability to have direct relationship with central government decision makers. However, others expressed some concern that strategic issues impacting the Partnership should be systemic and not reliant on individual relationships including those at a political level. Some stakeholders identified the importance of this being a combined strategy to be fully effective in maintaining quality relationships that endure through time.

Decision-making processes have become slow and risk-averse

The Partnership's decision-making processes have evolved in ways that prioritise consensus and conflict avoidance over strategic effectiveness, creating frustration among participants and limiting strategic impact.

Consensus-seeking creates delays and may avoid difficult decisions: Multiple interviewees described lengthy decision-making processes hampered by a culture of conflict avoidance. For those that held that view, they cited that the Partnership lacks delegated authority, requiring group consensus for all decisions. As one elected member explained, meetings involve lengthy discussions where "everyone wants to be nice to one another," but afterward the decisions sometimes don't stick. Some stakeholders attributed this, in part, to the public nature of the meetings making it more challenging for honest conversation. This factor may also be a driver behind some members' feedback that there was a degree of pre-meeting coordination that was occurring that prevented all participants being able to be treated as partners.

Quarterly meeting limitations: There were mixed views about the shift to quarterly meetings. Some were happy to have the time back, while others thought the shift to quarterly meetings has reduced operational effectiveness.

Length of involvement and perspective shape views on the Partnership

A clear pattern emerged between length of involvement and partnership assessment. Long-term participants, consistently emphasised relationship value and worried about losing collaborative momentum, with one elected member noting "if we didn't have GCP, we would lose momentum on work we have been doing together." Another also recognised the Partnership's value in creating forum where Councils could "hash out the cross-boundary issues." In contrast, other elected members with a shorter tenure focused primarily on tangible outputs. On balance those who experienced the Partnership during earthquake recovery or major planning initiatives retained stronger appreciation for collaborative infrastructure, while newer participants evaluated the Partnership primarily on immediate deliverables rather than relationship capital and preparedness.

3. Leadership and relationships

Political confidence in the Partnership has declined

Elected members across the Partnership have expressed diminished confidence in the Partnership's value and effectiveness. This represents a fundamental challenge to the Partnership's political sustainability.

Themes from engagement include elected member scepticism about value for money, confidence in the value of other collaborative mechanisms including the Mayoral Forum and Local Government New Zealand zone meetings, and process inefficiencies.

The case for an independent chair: Views were mixed on the case for an independent chair. Some stakeholders (they tended to be elected members) considered that the group should be able to have a chair from amongst the membership. Others considered an independent chair was essential to ensure that all views around the table were heard and that the Partnership were not unduly influenced by a dominant Council. Some stakeholders were able to differentiate the importance of the function, while other stakeholders were more attuned to the characteristics and behaviours of an individual. Mana whenua representatives saw an independent chair as essential to the credibility of the process. Central government stakeholders also tended to think it was an important element of successful collaboration if aligned to achieving a more strategic focus.

Strategic focus has been lost amid operational concerns

The Partnership has shifted from strategic leadership to operational coordination, losing the strategic edge that characterised its most effective periods.

Need for collective impact to maximise strategic influence: Part of the Partnership's core value lies in its potential as a coordinated platform that strengthens collective influence on central government regarding issues affecting Greater Christchurch. However, this unified approach has weakened. Without strategic coordination, the region's voice has become fragmented and less effective in advancing shared priorities. While some stakeholders point to the stalled regional deal as evidence of declining collective impact, the broader challenge is the shift toward bilateral engagement between individual Councils and central government. Some members were concerned that a fragmented approach reduces the Partnership's ability to maximise influence, as individual voices carry less weight than a coordinated regional position. We can see this in other regions with urban growth partnerships who have been influential in securing both deals and investment. Through interviews we heard that when Councils engage separately, they can dilute their impact and provide central government with opportunities to manage regional concerns through individual relationships rather than addressing the collective needs of Greater Christchurch. This increase in strategic influence can also be true for when Councils work in partnership with mana whenua, particularly one with significant strategic influence such as Ngāi Tahu.

Operational vs strategic orientation: Multiple interviewees noted the Partnership has become focused on process rather than outcomes and this reflected a decline in the strategic capability across the Partnership and in the secretariat. A key aspect of the value of urban growth partnerships in other parts of the country was an ability to successfully drive an agenda of the key strategic issues facing regions. This requires strong strategic foresight and high-quality advice and analytics including an ability to draw relevance from broader regional, national and even international trends that might be applicable to Greater Christchurch. These features of a high-quality strategy function were not readily identified by interviewees. This absence of clear strategic purpose has impacted perceptions of value and identity.

4. Resources and organisational structure

All Councils and government agencies are facing competing pressures for resources and a need to demonstrate good quality value for money for ratepayers and taxpayers. Mana whenua also face resource constraints and competing priorities. Total levels of resourcing were not raised as a barrier to successful partnership through interviews.

The budget and resourcing model is consistent with what we would expect to see

A clear process is in place: The Partnership is supported financially through a central fund that includes meetings costs, staff costs including the cost of an independent chair. There are also mechanisms to meet the cost of mana whenua contributions. An agreed funding formula for this financial contribution is Regional Council (37.5%); Christchurch City Council (37.5%); Selwyn District Council (12.5%), and Waimakariri District Council (12.5%).

There is inconsistent understanding of costs: Some elected members expressed concern that the Partnership was costly as compared to other mechanisms for achieving the same objective. Through these interviewees there was some confusion about the total quantum of funding received by the Partnership with a bias toward elected members thinking the cost structure of the GCP was higher than it is.

Secretariat Operating Budget			
	LTP Budget FY 25/26	Proposed amendments	Approved Budget FY 25/26
Staff and independent chair	610,000	(110,000)	500,000
Mana whenua advisory	100,000	(30,000)	70,000
Administration	10,000	0	10,000
Advice and communications	70,000	(10,000)	60,000
CCC Overhead	50,000	64,900	114,900
Total	840,000	(85,100)	754,900
		Source: Greater Christchurch Partnership	

This budget includes provision for three FTE and has recently reduced removing the cost of the independent chair.

This budget is consistent with our understanding of other urban growth partnerships: There is no evidence to suggest job sizing is inappropriate to the roles identified. We have not reviewed the overhead allocation model against other output areas (noting this expense doubled on the Budget revision). Most urban growth partnerships recognise the cost of mana whenua participation by way of a meeting fee approach as compared to the model of advisory support that is in place for GCP. Other multi-Council collaborations sometimes have an ability to commission external support or seek additional funding to commission such support. At times, different partners can also play a greater or lesser role including the funding of direct commissioned advice such as the case in Transport related priorities.

The primary financial concern is one of value rather than cost

Resource allocation questions often arise in challenging financial periods: Partner Councils face competing priorities in challenging fiscal environments, making the Partnership's resource requirements harder to justify without clear strategic outcomes.

Cost is about more than direct financial costs: A number of stakeholders including elected members and officers highlighted concern about the amount of time committed to the GCP including staff time and the multiple layers of meetings that duplicate similar meetings occurring in other contexts. This observation is only true for Council partners and was not a concern raised by government or mana whenua representatives.

Integration opportunities: Potential exists for more efficient resource sharing, though this raises questions about maintaining strategic focus. Canterbury Mayoral Forum secretariat integration was suggested by some interviewees as a potential efficiency measure though this was viewed with scepticism by some mana whenua representatives.

In summary, the Partnership faces a critical juncture where resource investment must be better aligned with strategic outcomes, or alternative models should be considered that can deliver necessary coordination more efficiently while maintaining the strategic capability needed for regional transformation.

5. Design principles

Given these insights, we have developed a set of design principles to guide the structure and future operation of the Partnership. These principles are intended to ensure that any recommendations contained in the next phase of our work support changes to the governance model that best meet the needs and pressures faced by Greater Christchurch. The design principles reflect a pragmatic approach to regional collaboration – emphasising subsidiarity, aligning authority with responsibility, and ensuring political sustainability. The principles also prioritise tangible delivery, active participation, and simplicity in design, while embedding mechanisms for regular review and evolution. Together, they provide a foundation for a partnership that is fit for purpose, responsive to change, and capable of delivering lasting value.

- **Strategic focus:** Supports effective governance of the key strategic challenges facing Greater Christchurch – this will shape what is on the agenda
- **Stewardship:** Ensures the parties work collaboratively to ensure Greater Christchurch interests are effectively managed now and into the future – this will shape the system-based approach that is taken to key challenges facing greater Christchurch including relevance to the provision, funding and regulatory levers that impact the wider community
- **Partnership:** Recognises that the value of partnership is tangible, increasing the scale, reach, influence, and political and community engagement for the betterment of the wider Greater Christchurch community – this will determine who is at the table and the principles on which partnership is based including open communication and trust with clear and well understood roles and responsibilities.
- **Value for money:** Delivers best value for money for ratepayers – this will support confidence that public money is being used appropriately
- **Effective:** Ensure that the Partnership has mechanisms in place to remain relevant and responsive to changing demands being faced by the Greater Christchurch community.

6. Conclusion

To date, the review of the GCP has provided valuable insights into its current state, strengths, and challenges. The GCP has achieved significant milestones, particularly in its foundational years and during the post-earthquake recovery phase. The Partnership's ability to coordinate cross-boundary issues and deliver strategic planning documents like the Urban Development Strategy and the Greater Christchurch Spatial Plan has been commendable.

However, the insight phase of this review highlights several strategic challenges that the GCP faces moving forward. The completion of major foundational work has created uncertainty about the Partnership's future direction. The changing political environment and the need for coordinated responses to growth pressures require a clear strategic focus. Implementation of the spatial plan remains a key challenge, with gaps in regulatory translation and limitations in authority and mandate.

This insights phase of the review also identifies the need for a more focused approach to economic development, with stronger regional coordination and collaboration with business sector agencies. The Partnership's multi-party engagement brings valuable perspectives but faces practical constraints, including decision-making processes that have become slow and risk-averse.

Leadership and relationships within the Partnership have seen a decline in political confidence, impacting its strategic focus and effectiveness. The Partnership's shift from strategic leadership to operational coordination has led to a loss of strategic edge. Resource allocation questions arise in tight fiscal times but are more orientated to concerns around value and the need for more focused investment in strategic capability.

In conclusion, the insights from this phase of the review will inform the final report, where there will be options provided for future direction and structure of the GCP. Ensuring that the right structures are in place is not just a matter of governance – it is essential to shaping a thriving, resilient, and well-connected future for Greater Christchurch. A revitalised and effective GCP can play a pivotal role in delivering outcomes that matter to the people of the region, now and for generations to come.

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