



**Greater Christchurch
Partnership**

Te Tira Tū Tahī

One Group, Standing Together

Greater Christchurch Partnership Committee AGENDA

Notice of Meeting Te Pānui o te Hui:

A meeting of the Greater Christchurch Partnership Committee will be held on:

Date: Friday 5 December 2025
Time: 9 am
Venue: Council Chamber, Environment Canterbury,
200 Tuam Street, Christchurch

27 November 2025

To watch the meeting live, go to:

<https://www.youtube.com/@ECanGovt>

To view copies of Agendas and Minutes, visit:

<https://www.ccc.govt.nz/the-council/meetings-agendas-and-minutes/>

Committee Members

Greater Christchurch Partnership Interim Chair

TBC

Mana Whenua

Dr Te Maire Tau, Tania Wati, and Gail Gordon

Christchurch City Council

Mayor Phil Mager, Deputy Mayor Victoria Henstock and TBC

Environment Canterbury

Chair Dr Deon Swiggs, Councillors Joe Davies and Nettles Lamont

Selwyn District Council

Mayor Lydia Gliddon, Deputy Mayor Big Red Shefford, Councillor Sophie McInnes

Waimakariri District Council

Mayor Dan Gordon, Deputy Mayor Philip Redmond and Councillor Niki Mealings

Health

Dr Anna Stevenson

Waka Kotahi (New Zealand Transport Agency - Non-Voting Member)

James Caygill

Director, Greater Christchurch Partnership

John Bartels

Ph 941 8456

Democracy Services Adviser

David Corlett

ph 941 5421

1. TERMS OF REFERENCE NGĀ ĀRAHINA MAHINGA

1.1. The role of the Committee is to:

- i. Foster and facilitate a collaborative approach between the Partners to address strategic challenges and opportunities for Greater Christchurch.
- ii. Show clear, decisive and visible collaborative strategic leadership amongst the Partners, to wider stakeholders, agencies and central government and to communities across Greater Christchurch.
- iii. Enable Partners to better understand individual perspectives and identify shared objectives and areas of alignment.
- iv. Assist information sharing, efficient and effective working, and provide a stronger voice when advocating to others.
- v. Establish, and periodically review, an agreed strategic framework to support a collective approach to improving intergenerational wellbeing in Greater Christchurch through addressing strategic challenges and opportunities.
- vi. Oversee implementation of strategies and plans endorsed by the Committee and ratified at individual Partner governance meetings, including through the adoption and delivery of an annual joint work programme.
- vii. Ensure the Partnership proactively engages with other related partnerships, agencies and organisations critical to the achievement of its strategic functions.

1.2. The functions of the Committee are to:

- i. Establish, and periodically review, an agreed strategic framework to support a collective approach to improving intergenerational wellbeing in Greater Christchurch.
- ii. As required, develop new and review existing strategies and plans to enable Partners to work more collaboratively with each other and to provide greater clarity and certainty to stakeholders and the community. Existing strategies and plans endorsed by the Greater Christchurch Partnership Committee or endorsed by the UDSIC and inherited by this Committee are published on the Partnership's website.
- iii. Recommend to Partners for ratification at individual partner governance meetings any new or revised strategies and plans.
- iv. Adopt and monitor the delivery of an annual joint work programme to deliver on strategic goals and actions outlined in adopted strategies and plans.
- v. Undertake reporting on the delivery of adopted strategies and plans, including in relation to an agreed strategic outcomes framework.
- vi. Identify and manage risks associated with implementing adopted strategies and plans.
- vii. Establish and maintain effective dialogue and relationships (through meetings, forums and other communications) with other related partnerships, agencies and organisations to the support the role of the Committee, including but not limited to:
 - a. Waka Toa Ora (Healthy Greater Christchurch)

- b. Canterbury Mayoral Forum
 - c. Tertiary institutions and educational partnerships
 - d. Strategic infrastructure providers
 - e. Government departments
- viii. Undertake wider engagement and consultation as necessary, including where appropriate seeking submissions and holding hearings, to assist the development of any strategies and plans.
- ix. Advocate to central government or their agencies or other bodies on issues of concern to the Partnership, including through the preparation of submissions (in liaison with the Canterbury Mayoral Forum as necessary).
- x. For the avoidance of doubt, the Committee's strategic transport functions include:
 - a. Consider key strategic transport issues, national policies and public transport associated collaborative business cases.
 - b. Develop the Greater Christchurch component of the Regional Public Transport Plan and recommend to the Canterbury Regional Council for approval, when required.
 - c. Monitor the delivery of the strategic public transport work programme in Greater Christchurch.
- 1.3. In undertaking its role and performing its functions the Committee will consider seeking the advice of the Chief Executives Advisory Group.

2. QUORUM AND CONDUCT OF MEETINGS

- 1.1. The quorum at a meeting of the Committee consists of the majority of the voting members.
- 1.2. Other than as noted in this Agreement, the standing orders of the administering Council at the time, shall apply.
- 1.3. Voting shall be on the basis of the majority present at the meeting, with no alternates or proxies.
- 1.4. For the purpose of clause 6.2, the Independent Chairperson:
 - i. has a deliberative vote; and
 - ii. in the case of equality of votes, does not have a casting vote (and therefore the act or question is defeated and the status quo is preserved).

3. MEETING FREQUENCY

- 3.1. Notification of meetings and the publication of agendas and reports shall be conducted in accordance with the requirements of Part 7 of the Local Government Official Information and Meetings Act 1987.
- 3.2. The Committee shall meet monthly, or as necessary and determined by the Independent Chair in liaison with the Committee.

- 3.3. The Committee welcomes external speakers by deputation however the right to speak at meetings must be in accordance with the adopted public deputation guidelines of the Committee.

4. DELEGATIONS

- 4.1. Establishing, and where necessary, amending, protocols and processes to support the effective functioning of the Committee, including but not limited to those relating to the resolution of conflicting views, communications and public deputations.
- 4.2. Preparing communication and engagement material and publishing reports relevant to the functions of the Committee.
- 4.3. Commissioning and publishing reports relevant to the functions of the Committee.
- 4.4. Undertaking engagement and consultation exercises in support of the terms of reference and functions of the Committee.
- 4.5. Selecting an Independent Chair and Deputy Chair in accordance with any process agreed by the Committee and the requirements of the LGA 2002.
- 4.6. Making submissions, as appropriate, on Government proposals and other initiatives relevant to the role of the Committee.
- 4.7. Appointing, where necessary, up to two additional non-voting observers to the Committee.

5. FINANCIAL DELEGATIONS

- 5.1. The Committee can make financial decisions within an agreed budget envelope and as long as the decision does not trigger any change to the statutory plans prepared under the LGA 2002, the RMA 1991, or the LTMA 2003.

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Karakia mō te Tīmatataka Opening Incantation

Whakataka te hau ki te uru	<i>Cease the winds from the west</i>
Whakataka te hau ki te tonga	<i>Cease the winds from the south</i>
Kia mākinakina ki uta	<i>Let the breeze blow over the land</i>
Kia mātaratara ki tai	<i>Let the breeze blow over the sea</i>
E hī ake ana te atakura	<i>Let the red-tipped dawn come with a sharpened air.</i>
He tio, he huka, he hau hū	<i>A touch of frost, a promise of a glorious day</i>
Tihei Mauri Ora	

1. Apologies Ngā Whakapāha

Apologies will be recorded at the workshop.

2. Declarations of Interest Ngā Whakapuaki Aronga

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. Deputations by Appointment Ngā Huinga Whakaritenga

Deputations by appointment will be recorded in the meeting minutes.

To present to the Committee refer to the [Participating in decision-making](#) webpage or contact the meeting advisor listed on the front of this agenda.

4. Briefing and decisions for the Incoming Committee

Reference Te Tohutoro: 25/2006416

Responsible Officer(s) Te
Pou Matua: Chief Executive Advisory Group

Accountable ELT
Member Pouwhakarae: John Bartels, Director Greater Christchurch Partnership

1. Purpose of Report Te Pūtake Pūrongo

- 1.1 The purpose of this report is to brief incoming members of the Greater Christchurch Partnership Committee (Committee). It outlines the Committee's purpose, functions, and current priorities to support members in their governance role.
- 1.2 This report also seeks procedural decisions, with the focus being on the interim Chair of the Greater Christchurch Partnership, which the incoming Committee will need to make at its first meeting on Friday 5 December 2025.

2. Relationship to Partnership Objectives Ngā Whāinga Matua ki te hononga

- 2.1 This briefing is designed to help new Committee members understand how their roles contribute to the goals of the Greater Christchurch Partnership, as outlined in its Memorandum of Agreement (MoA). By establishing a common understanding, it fosters strong collaboration among partner organisations. This shared approach is essential to address issues that transcend political boundaries for the benefit of current and future communities.

3. Officer Recommendations Ngā Tūtohu

That the Greater Christchurch Partnership Committee:

1. **Receives** the briefing to the incoming Committee (**Attachment A**), supplemented with relevant Greater Christchurch Partnership documents.
2. **Notes** the proposed meeting dates and arrangements for 2026 (Attachment B).
3. **Appoints** [James Caygill] to Chair the Greater Christchurch Partnership Committee for the remainder of this meeting.
Either:
4. **Approves** the recruitment for the new Interim Independent Chair through an Expression of Interest process to be undertaken in December, with the intent that the appointee to this role commences prior to the March 2026 Greater Christchurch Partnership Committee meeting and continue through to the end of June 2026. Noting the appointment of an Interim Independent Chair is a temporary variation of the Memorandum of Agreement.
5. **Establishes** a Selection Panel (Panel) to carry out the appointment process established in Recommendation 4 using the position description (Attachment C), which will be comprised of between three and five Greater Christchurch Partnership Committee members, supported by Chief Executives and staff to ensure the recruitment conforms with the relevant organisational policy requirements.
6. **Delegates** authority to the Chief Executives Advisory Group to appoint the Selection Panel for the Interim Independent Chair with consideration given to partner recommendations.

7. **Delegates** the authority to the Panel to appoint the Interim Independent Chair and maintain the Greater Christchurch Partnership Committee's momentum into 2026.
8. **Notes** there is up to \$40,000 available to fund the Interim Independent Chair role through to the end of June 2026.
Or:
9. **Appoint** *[insert Committee member name]* to the role of Interim Chair of the Greater Christchurch Partnership Committee through to the end of June 2026 or sooner should the Committee make decisions on the implementation of the Independent Review within this timeframe. Noting the appointment of an Interim Chair is a temporary variation of the Memorandum of Agreement.

4. Context/Background Te Horopaki

Background

- 4.1 The Greater Christchurch Partnership is a joint committee established under a [Memorandum of Agreement](#) (MoA) in accordance with the Local Government Act 2002. It provides governance and leadership for the Partnership, supported by the Chief Executives Advisory Group.
- 4.2 The MoA sets out a voluntary and collaborative framework agreed by the Partners to address strategic challenges and opportunities for Greater Christchurch. It also ensures compliance with the requirements for joint committees under Clause 30A of Schedule 7 of the Local Government Act 2002.
- 4.3 The Greater Christchurch Partnership Committee works in tandem with the Greater Christchurch Urban Growth Partnership Committee to advance broader strategic objectives. This collaboration supports intergenerational wellbeing and delivers benefits for both current and future communities.
- 4.4 The intention is for the MoAs of the Greater Christchurch Partnership Committee and Greater Christchurch Urban Growth Partnership Committee to include common elements to support the integration and efficient operations of these Committees.
- 4.5 The areas which include common elements are:
 - Committee membership - common membership of the Greater Christchurch Partnership Committee members;
 - Independent Chairperson and deputy chairperson;
 - Quorum and conduct of meetings;
 - Delegations;
 - Financial delegations;
 - Limitations of powers;
 - Committee support;
 - Operating principles;
 - and Variations.

- 4.6 The Urban Growth Partnership for Greater Christchurch plays a key role in achieving shared outcomes. Ensuring that the role, value, and opportunities of both the Greater Christchurch Partnership (GCP) and the Urban Growth Partnership are clearly understood and embraced by all Partners is essential to building a strong, effective collaboration.



- 4.7 The Partnership has a substantive work programme to carry forward into the new triennium. Key objectives include maintaining momentum and ensuring the continued implementation of priority projects.
- 4.8 The upcoming triennium is expected to bring significant change through the national reform agenda, with high expectations for the Committee to deliver on its work programme. Success will depend on the Committee's ability to collaborate effectively, prioritise strategically, and reach consensus with a clear focus on long-term community outcomes.
- 4.9 The Partnership services as both as a forum for consensus and leadership platform through the Committee, enabling central government, local government and mana whenua partners to jointly deliver on their shared priorities and outcomes for their communities and deliver their mandated functions.
- 4.10 It also provides a mechanism for joint investment—particularly in critical infrastructure—and for aligning policy to achieve greater benefits for communities than could be achieved by individual Partners acting alone.
- 4.11 The Committee should note that there is no intention to review or update the MoA until the independent review has been completed.

5. Briefing the incoming Committee

- 5.1 A briefing has been prepared for incoming GCP Committee members (**Attachment A**). It outlines the Committee's purpose, functions, and the broader operating environment.
- 5.2 Other important supplementary documents that are to be shared in support of the briefing include:
- 5.2.1 The [Greater Christchurch Spatial Plan Implementation Plan](#) - This presents a long-term work programme. It includes detailed actions, timelines, and indicative costs to support future investment decisions by Partners through annual and long-term planning processes.
 - 5.2.2 The [2025 Annual Report](#) - It provides a baseline for future monitoring and reporting. It reviews changes over the past 12 months and assesses their implications for the Spatial Plan's direction and opportunities.
 - 5.2.3 The [He Rautaki mō Kāinga Nohoanga - Greater Christchurch](#) - Received by the Committee, it gives rich context on the history and background to the grievances of Ngāi Tūāhuriri and how it relates to kāinga nohoanga. It further outlines mana

whenua priorities and expectations and provide a comprehensive starting point for future work with Partners.

- 5.2.4 The findings of the GCP Independent Review will also be presented to the incoming GCP Committee members at the December meeting as a separate agenda item.

Key Dates

- 5.3 The Greater Christchurch Partnership calendar for 2026 has been finalised. A copy of the full calendar, which also includes Canterbury Mayoral Forum and LGNZ meetings/events is included as **Attachment B**.
- 5.4 It is unlikely that any decisions on Partnership projects and workstreams will be sought from the Committee until the meetings commence in 2026.

Decisions for the first Incoming Committee Meeting

- 5.5 At its first meeting on Friday 5 December 2025, the Committee will be invited to:
- Note and receive the Incoming Briefing to the Committee.
 - Appoint an Interim Chair until the GCP Independent Review is concluded. Noting this is a temporary variation of the Memorandum of Agreement.
 - Consider and discuss the recommendations from the GCP Independent Review as a separate item.
 - Note proposed meeting dates and arrangements for 2026.

Appointment of an Interim Independent Chair or alternative chair arrangement

- 5.6 The current MoA includes an Independent Chair role as part of its membership. The MoA also stipulates in 6.1 *“The Independent Chairperson will be appointed by the Committee and will continue in the role unless otherwise resolved by the Committee or upon a resignation being received”*
- 5.7 As the Independent Chair stood down from the role as of 31 December 2024, it was recommended that an Interim Chair be appointed until the review is completed and the Committee has considered the recommendations.
- 5.8 With the outcomes of local body elections and Partner representation now confirmed, the incoming Greater Christchurch Partnership Committee can decide on the most appropriate interim chair arrangement for the two remaining meetings in 2026. This interim role would remain in place until the Committee has made decisions on the implementation of the Independent Partnership Review in early 2026, including the merits of the Partnership continuing with an Independent Chair role.
- 5.9 The responsibilities of the Chair are summarised below:
- 5.9.1 **Overseeing effective meeting processes and decision-making**, including chairing of the Greater Christchurch Partnership Committee (Committee) and Chief Executives Advisory Group (CEAG), agenda development, issue management and ensuring decisions and minutes accurately reflect Committee and CEAG deliberations.
- 5.9.2 **Providing strategic and facilitative leadership** to the Committee and CEAG, ensuring effective governance, collaboration, and consensus-based decision-making.

- 5.9.3 **Fostering an open and inclusive environment** that encourages active participation from all Council, Mana Whenua, Central Government Partners, and wider stakeholders in addressing strategic challenges and opportunities for Greater Christchurch.
- 5.9.4 **Coordinating joint approaches and engagement with Central Government** and maintain strong liaison with Partner Mayors, Chairs, Chief Executives, and Mana Whenua on matters of shared interest.
- 5.9.5 **Support the performance of the Partnership Secretariat**, including ongoing liaison with and oversight of the Director, to ensure delivery against agreed priorities, timeframes, and outcomes.
- 5.10 The responsibilities of the Greater Christchurch Partnership Chair extend well beyond chairing Committee meetings. Across a full 12 month cycle the role requires an estimated 210 and 270 hours depending on how active the Chair is required to be in undertaking the responsibilities of the role.
- 5.11 The Position Description for the Interim Independent Chair for the Partnership outlines the expected responsibilities of this role and is included as **Attachment C**.
- 5.12 The Chief Executive Advisory Group were presented with a report that outlined a range of options and assessing the risks and benefits of each option. Options considered included:
- **Appoint a new Interim Independent Chair arrangement for a transitional period (Recommended)** - A transitional interim Chair would be appointed until the end of FY25/26, allowing time for governance review outcomes to be implemented.
 - **Appoint Independent Chair Immediately** - Begin recruitment now for an independent Chair. This is not recommended until the Committee has made its decisions to implement the Independent Partnership Review.
 - **Rotating Chair from Partner Representatives** - Implement a rotating Chair model among partner organisations as a short-term solution. This is not recommended as members already have substantial governance responsibilities, limiting capacity to assume Chair duties. This option would not allow for effective agenda input or continuity of direction between meetings.
 - **Appoint Interim Chair from Partner Representatives** - This option proposes appointing a temporary Chair from within partner organisations as a short-term solution. This is not recommended as the appointee will already have substantial governance responsibilities, and the responsibilities of the Greater Christchurch Partnership Chair extend beyond the chairing Committee meetings.
- 5.13 The Independent Partnership Review recommended continuing the Interim Chair as part the Phase 1 recommendations. As implementation of the Review is still underway, officers recommend that a new Interim Independent Chair be appointed, until the Committee has made its decisions on the implementation of the Independent Review before the end of June 2026. This recommendation is supported by the Chief Executive Advisory Group.
- 5.14 It seeks to alleviate the pressure on Committee members at a critical time at the beginning of the local government term with several new Committee members and Government reforms proposing significant changes.

- 5.15 Completing the recruitment of an Interim Independent Chair would be undertaken through an Expression of Interest (EOI) process, hosted through Christchurch City Council.
- 5.16 In order to have the Interim Independent Chair role filled prior to the first Committee meeting on 6 March 2026, a recruitment process led by a Selection Panel (Panel) made up of three to five Committee members would need to commence in early December 2025. The Panel would be supported by Chief Executives and staff to ensure the recruitment conforms with the relevant organisational policy requirements. To meet the March 2026 timeframe, the selection panel would have the authority to appoint a chosen applicant to the Interim Independent Chair role.
- 5.17 The required EOI process and timeframes to ensure this role is in place prior to the first Committee meeting of 2026 involves:
- EOI advertised on CCC website – 1-2 weeks (8-19 Dec);
 - Shortlisting of Applicant – 1-4 weeks (22 Dec – 16 Jan);
 - Selection panel interview of shortlisted applicants – 1-2 weeks (19-30 Jan);
 - Selection panel deliberations and recommendation – 1 week (2-9 February);
 - Offer and appointment – 2 weeks (10-24 February);
 - Commencement – Prior to the 6 March 2026 GCP Committee meeting (Late Feb).
- 5.18 Due to the timing of this recruitment process needing to straddle the festive season and into early 2026, it is necessary to delegate authority to the Chief Executives Advisory Group to appoint the Selection Panel for the Interim Independent Chair. This is to allow consideration of partner preferences and the availability of Committee members to participate in the Selection Panel for the timeframes outlined in point 5.16 above.
- 5.19 In the situation that the recommendation for an Interim Independent Chair is not supported by the Committee, nominations for an Interim Chair, drawn from the Committee members, will be called for at the meeting. If more than one nomination is received, then the committee must first agree which voting system to adopt [A or B] before a vote takes place.
- 5.20 **System A**
- requires that a person is elected or appointed if he or she receives the votes of a majority of the members of the local authority or committee present and voting; and
 - has the following characteristics:
 - i. there is a first round of voting for all candidates; and
 - ii. if no candidate is successful in the round there is a second round of voting from which the candidate with the fewest votes in the first round is excluded; and
 - iii. if no candidate is successful in the second round there is a third, and if necessary subsequent round of voting from which, each time, the candidate with the fewest votes in the previous round is excluded; and
 - iv. in any round of voting, if 2 or more candidates tie for the lowest number of votes, the person excluded from the next round is resolved by lot.

5.21 **System B**

- requires that a person is elected or appointed if he or she receives more votes than any other candidate; and
- has the following characteristics:
 - i. there is only 1 round of voting; and
 - ii. if 2 or more candidates tie for the most votes, the ties is resolved by lot.

Attachments Ngā Tāpirihanga

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B  	GCP Calendar 2026	25/1859070	36
C  	Position Description - Interim Independent Chair - Greater Christchurch Partnership	25/2441745	38



Greater Christchurch Partnership Committee

Briefing to the Incoming Committee 2025



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*Strategic planning for Canterbury's largest urban area happens
through the Greater Christchurch Partnership*

Background

The Greater Christchurch Partnership Committee is an evolution of the Greater Christchurch Urban Development Strategy Implementation Committee (UDSIC) which was formally established in 2007 with the adoption of the Greater Christchurch Urban Development Strategy (UDS) to oversee implementation the Strategy.

Subsequently the UDSIC also provided a forum to advance earthquake recovery matters and resilience planning and developed and adopted a number of strategies, including the UDS Update (2016) and the Resilient Greater Christchurch Plan (2016), Our Space 2018-2048 (2019) as the future development strategy for Greater Christchurch, and Greater Christchurch Mode Shift Plan (2020).

In early 2022, the Greater Christchurch Partnership Committee and the Crown agreed to form an Urban Growth Partnership for Greater Christchurch, to work together to advance shared urban growth objectives relating to housing, infrastructure and land use within the context of the Urban Growth Agenda.

As an Urban Growth Partnership, the Greater Christchurch Partnership Committee aims to advance its wider strategic objectives in the context of intergenerational wellbeing where a collaborative approach amongst local partners is beneficial for current and future communities.

The importance of collaboration

The Partnership provides visible and collaborative leadership planning for an urban area which provides for the needs of current and future generations.

Greater Christchurch is a strategic regional centre and principal economic hub for the South Island with almost 80% of Canterbury's population. The challenges and opportunities facing our communities in Greater Christchurch transcend the political boundaries of territorial authorities.

The statutory roles, functions and investment that can improve the wellbeing of our communities are held by a number of local and central public agencies. Furthermore, central government wants to engage and invest in partnership with Greater Christchurch collectively rather than with individual local partners.

A strong partnership also provides a strong platform for responding to unforeseen events and adapting to change.

Strengthening partnership with mana whenua

Strengthening the partnership between mana whenua and other members of the Partnership is a key priority the Greater Christchurch Partnership. The Partnership recognises the foundation framework of Te Tiriti o Waitangi and mana whenua's rangatiratanga over its takiwa. The Partnership is committed to supporting mana whenua to achieve their priorities and expectations through the work of the Partnership.

Greater Christchurch Partnership Committee

Purpose

The Greater Christchurch Partnership is to take a collaborative approach to address strategic challenges and opportunities for Greater Christchurch. The Partnership is built on a strong foundation of mutual respect and trust, transparency and a strong commitment to achieving best for community, now and into the future.

Members

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 – Health New Zealand (1 voting member)
- Waka Kotahi NZ Transport Agency (1 non-voting member)

Diagram 1: Greater Christchurch Partnership – Current Leadership Structure



Functions

The functions of the Partnership include:

- Developing strategies and plans which support a collective approach to improving intergenerational wellbeing in Greater Christchurch.
- Delivering joint work programmes arising from these strategies and plans.
- Collaborating on specific issues or opportunities.
- Advocacy to central government.
- Strategic transport functions considering key strategic transport issues, national policies and public transport associated collaborative business cases; and monitoring the delivery of the strategic public transport work programme in Greater Christchurch.

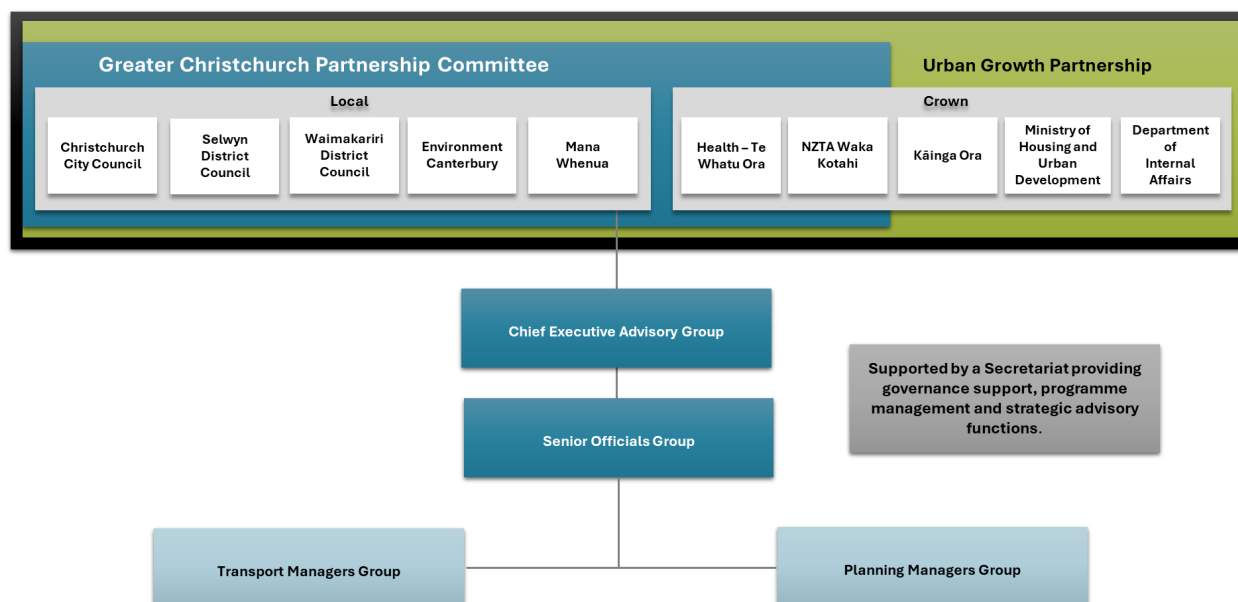
Urban Growth Partnership

An Urban Growth Partnership for Greater Christchurch was established between the Greater Christchurch Partnership and the Crown in early 2022.

This partnership provides a mechanism for central government, local government and mana whenua to address strategic urban challenges and opportunities for Greater Christchurch which are cross boundary or of sub-regional importance, and to enable partners to better understand the national and Greater Christchurch context.

This Urban Growth Partnership is made up of the Greater Christchurch Partnership Committee members and the Crown. The Crown is represented on the Committee by two Ministers of the Crown. Other Ministers may attend Committee meetings for relevant topics (i.e. the Minister of Transport).

Diagram 2: Greater Christchurch Partnership Urban Growth Structure

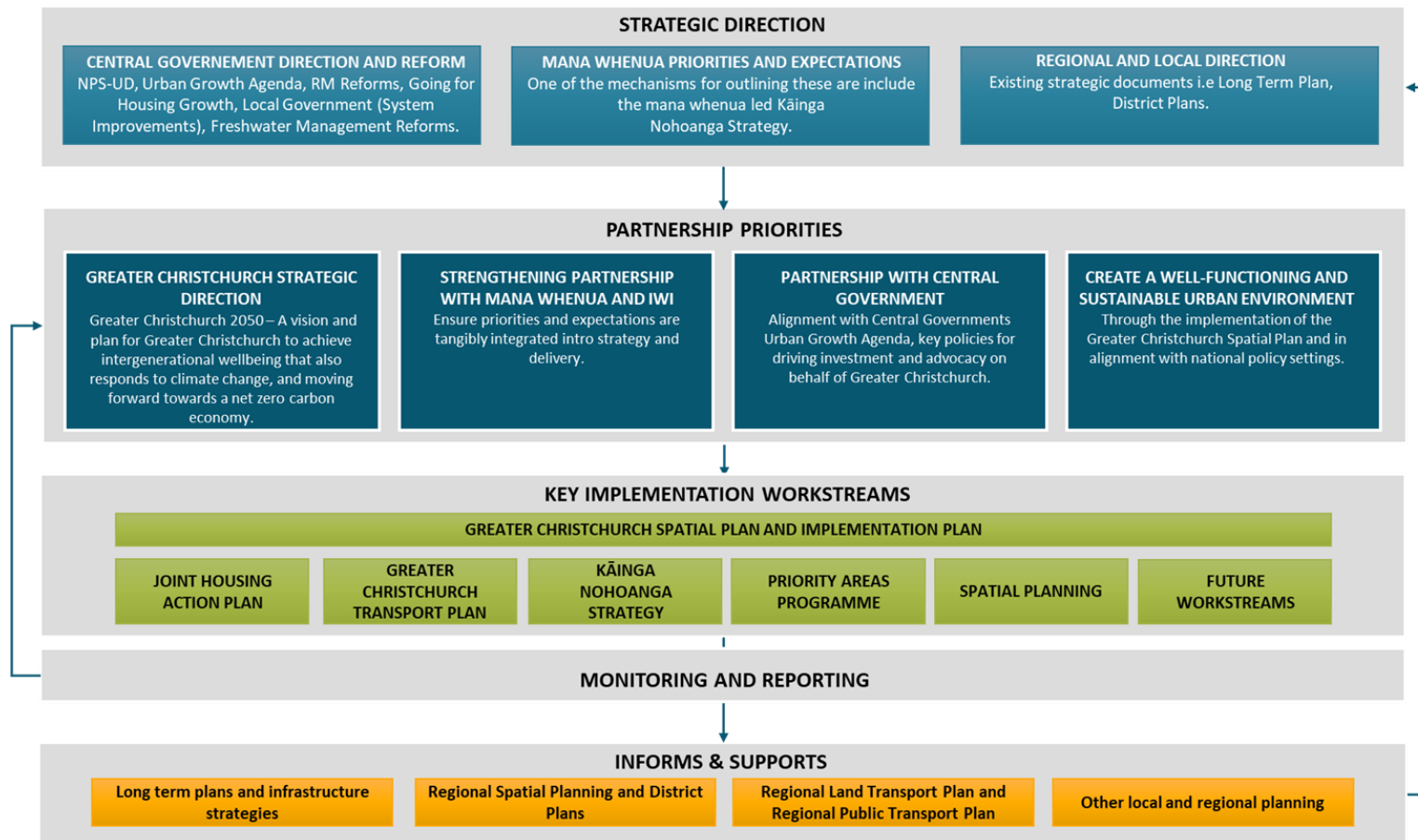


Priorities

The priorities of the Committee as set out in the joint Memorandum of Agreement are to:

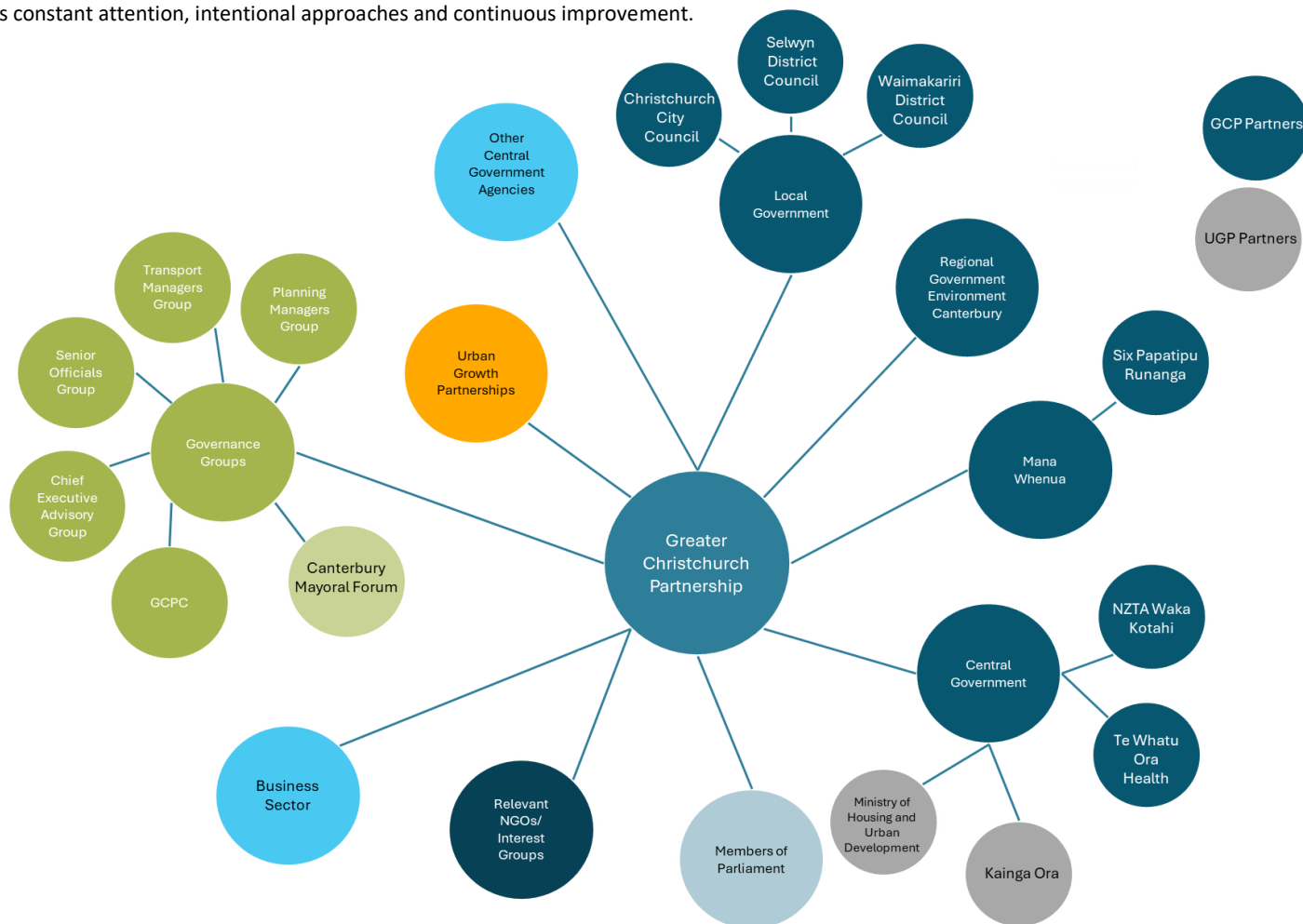
- Create a well-functioning and sustainable urban environment
- In achieving this, priority will be given to:
 - Decarbonising the transport system
 - Increasing resilience to natural hazards and the effects of climate change
 - Accelerating the provision of quality, affordable housing
 - Improving access to employment, education and services.

Greater Christchurch Strategic Framework



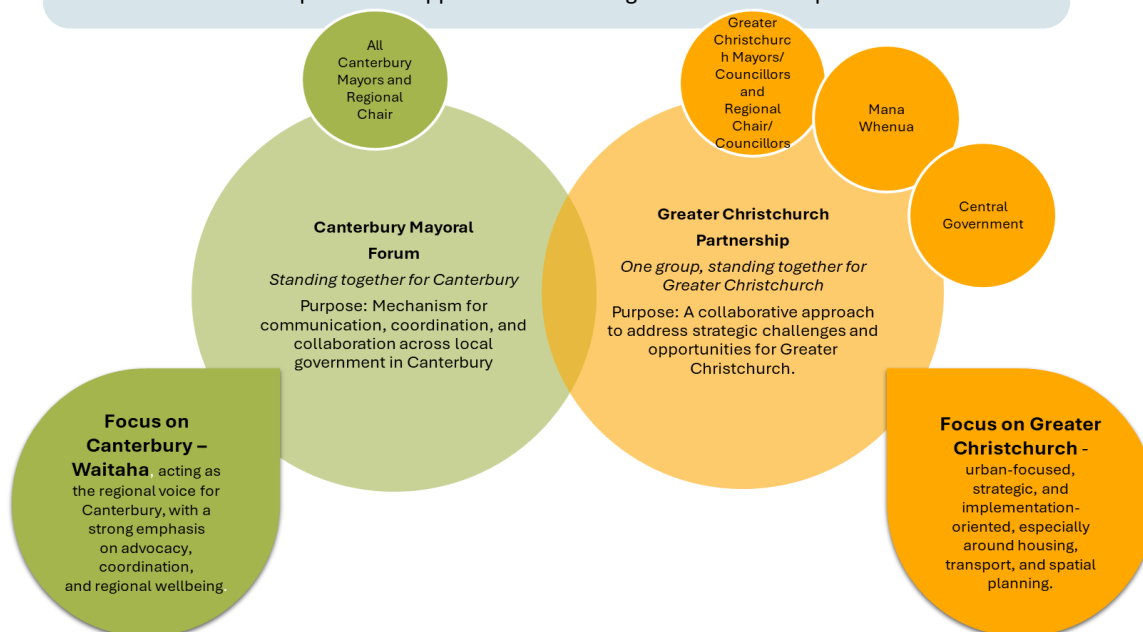
Stakeholder engagement

Stakeholder relationship and management is fundamental to the continued success of the partnership. The partnership is built on a strong foundation of mutual respect and trust, transparency and a strong commitment to achieving the best for the community, now and into the future. To ensure the foundation remains strong requires constant attention, intentional approaches and continuous improvement.



Working with the Canterbury Mayoral Forum

The secretariats of both the [Canterbury Mayoral Forum](#) and the Greater Christchurch Partnership (GCP) regularly connect to share updates and explore opportunities for collaboration across their work programmes. Wherever possible, they aim to identify ways to share resources and expertise to support each forum's goals and avoid duplication of effort.



Synergies

Shared membership and collaboration:

- Both include representatives from Christchurch City Council, Selwyn District Council, Waimakariri District Council, and Environment Canterbury.
- Both maintain formal links and collaborate on overlapping issues like housing, transport, and climate resilience.

Strategic Alignment:

- Both groups aim to improve intergenerational wellbeing, sustainable development, and resilience.
- The CMF's housing strategy acknowledges and builds on the GCP's Joint Housing Action Plan.

Focus on Climate and Infrastructure:

- Climate change mitigation, transport infrastructure, and land use planning are shared concerns, with both groups contributing to regional strategies in these areas.

Collaboration and coordination

- Monthly Secretariat Meetings
- Two-way updates via newsletters and governance meeting updates
- Cross-representation on Working Groups
- Canterbury Climate Partnership Plan – GCP Blue-Green Network Strategy
- Regional Housing Strategy – Joint Housing Action Plan
- Regional Spatial Planning – Greater Christchurch Spatial Plan
- Regional Deal Working Group

While there are a number of areas of collaboration and coordination between the CMF and GCP, there are also distinct differences for both groups which are outlined below.

Canterbury Mayoral Forum (CMF)	Greater Christchurch Partnership (GCP)
Geographic Scope Canterbury region (10 territorial authorities + Environment Canterbury) Role Regional leadership, coordination, and advocacy across all aspects of wellbeing Structure Forum of elected mayors and regional chair, CE Forum, advisory groups made up of local government representatives. Key Initiatives Plan for Canterbury 2023–2025, Climate Partnership Plan, regional advocacy Decision-Making advocacy, leadership, and influencing central government policy Urban vs. Regional Broader regional issues including agriculture, water management, and rural development	Geographic Scope Greater Christchurch (Christchurch, Selwyn, Waimakariri) Role Strategic urban planning, growth management, and intergenerational wellbeing Structure Voluntary coalition with a formal committee, CEAG, Senior Officials and advisory groups. Local, regional and central government and mana whenua representation. Key Initiatives Greater Christchurch Spatial Plan, Joint Housing Action Plan, Greater Christchurch Transport Plan, Priority Areas Programme, sub-regional and urban growth advocacy Decision-Making collaborative strategy development and implementation Urban vs. Regional Urban growth and infrastructure coordination in high-growth areas

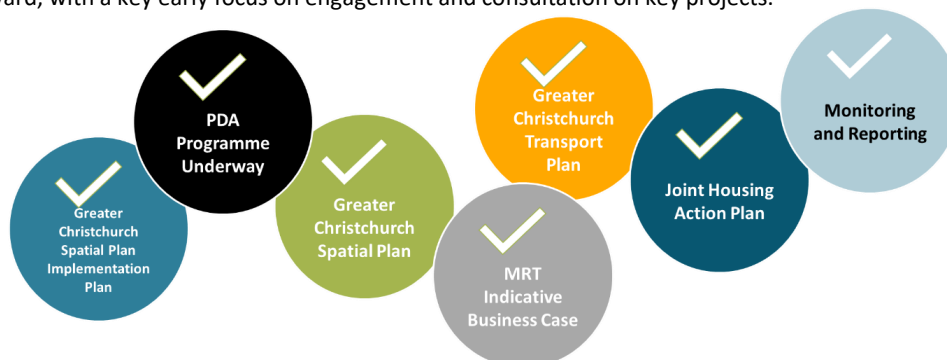
Focus of the last triennium

Over the last triennium, the work of the Greater Christchurch Partnership has been impacted by the highly dynamic environment – including a change in government, significant national policy and reform agenda, and greater awareness and urgency within our communities and government about climate change.

Despite the challenging environment, the Committee has made significant progress over the last three years establishing a strong work programme for the sub-region. This includes:

1. A shift in the partnership with mana whenua which has enabled a stronger platform for a fundamentally different relationship and level of partnership to develop the Kainga Nohoanga Strategy.
2. The Greater Christchurch Spatial Plan was unanimously endorsed by the Greater Christchurch Partnership Committee (GCPC) and adopted and all partner Councils.
3. The Mass Rapid Transit Indicative Business Case was formally completed and transitioned to Christchurch City Council to lead the next phase of the project.
4. The development of a collective approach to accelerate the provision of affordable housing. The Joint Housing Action Plan was endorsed by the GCPC and adopted and all partner Councils, Phase one investigations completed and presented to the committee. Phase two actions were endorsed by the committee.
5. Public Transport Future continuous programme funding through Waka Kotahi's National Land Transport Programme e.g. route 7 (1 out of only four in NZ)
6. A Greater Christchurch Transport Plan was endorsed which identifies the transport system changes needed to implement the 30-year vision of the Greater Christchurch Spatial Plan. The transport plan focuses on strategy – the key things partnership members need to do together, and the commitments needed for success.
7. The Greater Christchurch Spatial Plan Implementation Plan, marking a step forward in turning strategic vision into tangible outcomes was endorsed. This Implementation Plan outlines in greater detail how the Greater Christchurch Partnership will deliver on the goals of the Greater Christchurch Spatial Plan (GCSP).
8. A monitoring and reporting framework has been developed. Monitoring key indicators over time will show whether trends are heading in the right direction and help the partnership to assess the effectiveness of its implementation actions. The framework will enable future decision-makers to track progress against the intent of the plan, enabling them to identify where progress is consistent with the partnership's aspirations, or where it is off track, and a different approach may be required.

This provides an impactful and comprehensive work programme for the incoming Committee to take forward, with a key early focus on engagement and consultation on key projects.



Strategic Context for the next triennium

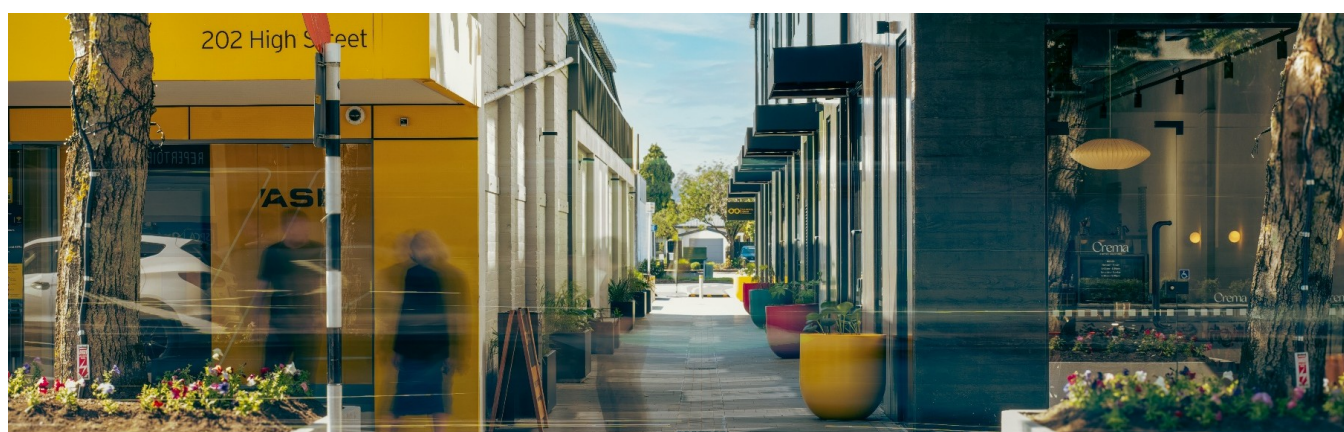
With a population of over 500,000, Greater Christchurch is New Zealand's second largest urban area and home to 13% of Aotearoa's population. Our urban area continues to experience strong population and business growth since the 2010/11 earthquakes and has benefited from significant private and public sector investment over the last decade, particularly through the rebuild of the central city. Greater Christchurch has a strong foundation to develop a sustainable and modern city which provides high levels of wellbeing for residents and makes a greater contribution to national wellbeing and prosperity.

Greater Christchurch is the primary economic, service and logistics hub for the South Island home to New Zealand's second largest airport and third largest seaport, four tertiary, six Crown Research Institutes, and a strong and diverse economic base that is strongly inter-connected with the wider regional economy.

The urban area currently has the most affordable housing of New Zealand's major urban centres, with a lifestyle that is highly valued by our residents. The significant investment in modern and resilient infrastructure, civic assets and urban redevelopment post-earthquakes means that Greater Christchurch has capacity to cater for greater economic and population growth.

This foundation provides a strong base to address the following challenges through partnership of local government, mana whenua and central government:

- Greater Christchurch continues to experience strong population growth. Statistics New Zealand projections suggest Greater Christchurch will need to accommodate 30% more people, 77,000 more households, over the next 30 years. If Greater Christchurch continues to grow at the rate of the previous 15 years, then the urban area could have a population of 700,000 within the next 25 years and achieve a population of one million people within the next 60 years.
- Greater Christchurch employment and housing are relatively dispersed, with this becoming more acute following the 2010/11 earthquakes.
- The urban form has amongst the highest dependency on private motor vehicles for transport of the main urban areas in New Zealand.
- Housing affordability, while still relatively good in comparison to other major urban areas in New Zealand, has declined significantly over the past two years with low-income households particularly impacted.
- The performance of Greater Christchurch's economy in terms of productivity is relatively poor given its economic strengths and assets, and economic role in the South Island.
- Greater Christchurch is the most exposed urban area in New Zealand to coastal inundation and flooding due to climate change, and this will affect some of the most vulnerable communities more significantly. Many of the natural habitats have been lost and are vulnerable, with urban rivers impacted by pollution and low levels of indigenous biodiversity.



A challenging and dynamic operating environment

The next triennium is expected to be a period of significant change, not just for the individual partners, but also for our communities.

The next three years are expected to be the most disruptive for all partners in a number of decades.

The national reform agenda will have a significant impact on how functions, currently within the mandate of local government, are delivered. This change will take a long time to implement, but the Partnership is well placed due to its history and experience of doing things together, and its partnership with mana whenua and central government, to anticipate and respond to this change.

There is high expectation on local government as the local delivery partner of central government policy and investment we can expect more direction, more expectations for delivery, and more opportunities for investment if we have a strong, clear and cohesive plan.

Maintaining strong relationships between local government, central government and mana whenua is fundamental to being able to both influence and respond successfully to this reform agenda and meet the expectations for delivery and implementation in ways which benefit our communities. Strong partnership between the four Councils is also particularly important in this period of significant disruption.

Alongside the impact of change on partner organisations, communities are expected to continue to experience upheaval and change into the next triennium and beyond due to both changes in the global environment (e.g. climatic change, pandemic, geo-political/economic challenges), and the impact of national policy directions.

Partners across the Greater Christchurch Partnership Committee have a responsibility to prepare and support Greater Christchurch communities through this change.

National Policy Context National policy direction and reform which is and will directly impact the work of the Partnership includes:

1. National Policy Statement on Urban Development central government is creating a more enabling development environment, which impacts on the tools local partners can use to target growth
2. Emissions Reduction Plan sets ambitious targets for reducing emissions in urban environments. In December 2024 the Government released the second emissions reduction plan. The actions and initiatives in this plan will meet our second emissions budget (2026–30) and put us on track to meet our 2050 net zero target.
3. Resource Management Reform - The Government has announced that the Resource Management Act 1991 will be replaced with two new acts that clearly distinguish between land-use planning and natural resource management, while putting priority on the enjoyment of private property rights.



The opportunity of the new triennium

Change and disruption provide opportunity

Greater Christchurch has a long and successful history of partnership that provides a strong foundation to respond to the national reform agenda, which is seeking greater sub-regional and regional decision-making and coordination. The high and growing expectations for local delivery of central government direction, combined with the deep connections of local partners with their communities means that the Greater Christchurch Partnership Committee and Whakawhanake Kāinga Komiti are important forums for grappling with the challenges and opportunities that face the communities of our sub-region in ways which best serve our communities interests now and into the future.

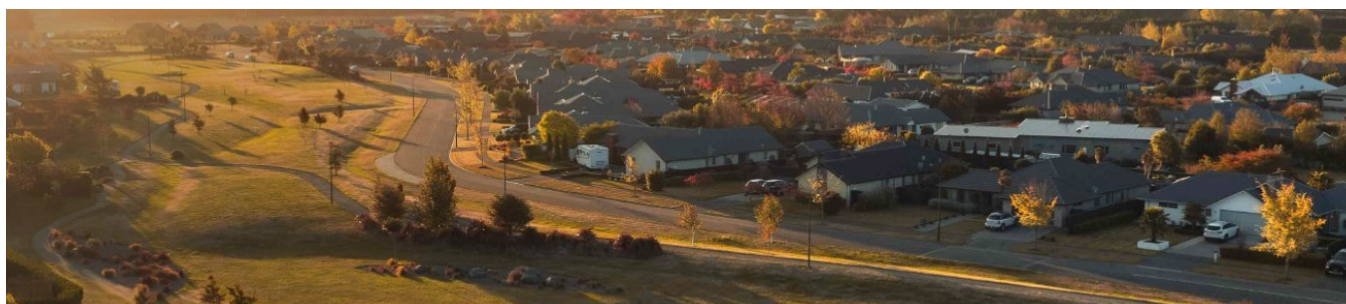
The work of the Partnership both as a forum for consensus and leadership through the Committees, and as a joint work programme of central government, local government and mana whenua partners is a powerful mechanism for individual Partners to deliver on their own priorities and outcomes for their communities and deliver their mandated functions.

The Partnership provides the mechanism for joint investment, particularly in critical infrastructure, and aligned policy that delivers greater benefit for our communities more effectively than Partners pursuing these objectives alone. The Urban Growth Partnership for Greater Christchurch provides a new opportunity to build a deeper, more credible relationship with central government.

Translating this opportunity into impact on the ground, whether this is through additional investment or influencing the policy framework to ensure it works for Greater Christchurch communities, will require a strong commitment to achieving consensus at a governance level, strong active and committed partnership work at all levels of the partner organisations from staff to governance; clarity about our priorities, challenges and objectives; and a more agile approach to delivery.

Strengthening partnership with mana whenua in the new triennium

The Partnership is building an understanding about what giving effect to Te Tiriti o Waitangi means for government partners. At a local level, non-mana whenua partners are developing a deeper appreciation of the history and experiences of mana whenua since colonisation and the expectations set out in the Crown's apology to Ngāi Tahu. The expectation, requirement and desire to do better has become clear over recent years and will become even greater over the next three years, with an increasing emphasis on change on the ground.



Independent Review of the Partnership

The Partnership has effectively been in place for 20 years. As outlined in the above sections, there have been significant changes over that period that will continue into the future, along with achievements such as the adoption of the Greater Christchurch Spatial Plan. With a growing emphasis on implementation, it is timely and healthy to review the Partnership to see if it is set up to succeed to meet the outcomes that Partners are seeking.

The Terms of Reference for the Independent Review of the Partnership Review were approved by the Committee at its 7 March 2025 meeting.

The Independent Review was completed by Martin Jenkins for the Partnership and received by the Committee at its 8 August 2025 meeting. Its purpose is three-fold:

- a. Assess the effectiveness of the Greater Christchurch Partnership in achieving its purpose, role and functions.
- b. Evaluate the efficiency of the partnership's operations and decision-making processes.
- c. Identify areas for improvement and provide recommendations for enhancing the partnership's performance including alternate organisational models, if appropriate.

A key priority for the incoming Committee is consideration of the Review findings and determining the options/ recommendations to be implemented.

The Committee's tools for success

The Greater Christchurch Partnership Committee have established governance and management structures, supported by a strong secretariat, programme management and strategic advice function to deliver on the challenges and priorities of Greater Christchurch.

The Committees enter this new triennium with a clear work programme focused on:

- Addressing the key urban challenges and opportunities facing our sub-region.
- Providing the platform for multi-year investment into key infrastructure and initiatives which will future proof our urban area and support our communities to adapt successfully in the context of change.
- Ensuring the sub-region is prepared and able to respond successfully to the government's reform agenda.

The ability to work constructively in partnership, prioritise effort and achieve consensus with a clear focus on the long-term outcomes for our communities, will be critical to the successful delivery of this work programme.

Strong understanding, commitment, and buy-in from all partner governance is also critical. Also critical will be effective prioritisation and pooling of resources by Partners to deliver this ambitious work programme, support mana whenua to contribute to this work programme and progress the strengthening partnership with mana whenua.

With the work programme of the Urban Growth Partnership for Greater Christchurch now established, engagement with stakeholders and the wider community as these projects reach key milestones over the coming months is fundamental to their success.

Engagement and communication with the public will therefore become a more significant feature of how the Committees work, recognising that the work of the Committees is critically important to Greater Christchurch. Particularly youth as the Partnership undertakes planning for future generations.



Achievements of the Greater Christchurch Partnership

Strategic Planning & Vision

2007: Established the **Urban Development Strategy (UDS)**

2020: Developed **Greater Christchurch 2050**, shaped by extensive community engagement.

2023: Huihui Mai engagement reinforced community priorities for the **Greater Christchurch Spatial Plan (GCSP)**.

2024: **Greater Christchurch Spatial Plan** endorsed and adopted by all partner councils as a 30-year blueprint for sustainable growth.

Implementation Plan 2024–2027: Provides clear actions, costs, and milestones for delivering the GCSP.

Transport & Infrastructure

Enabled **government investment in motorways** through strategic alignment.

Supported **investment in PT Futures**, including planning for a **Mass Rapid Transit (MRT)** corridor.

Indicative Business Case completed for MRT and recognised as of **national significant infrastructure project**.

Endorsed the **Greater Christchurch Transport Plan (GCTP)** to guide future transport decisions.

Housing & Urban Growth

UDS enabled **fast-track planning post-earthquake**, accelerating recovery and development.

Guided **intensification and greenfield development** across the region and enabled a **joined-up response** to national planning requirements (NPS-UD and FDS).

2024: Joint Housing Action Plan: Endorsed and adopted by councils to address housing needs.

Supporting development of a mana whenua led **Kāinga Nohoanga Strategy** to reflect mana whenua aspirations.

Community Engagement and Involvement

Over **7,000 residents** engaged through Huihui Mai.

358 submissions received on the draft GCSP.

Youth engagement widely recognised and emphasised climate action, clean environment, and better transport.

Collaborative Governance

21years of partnership provides a **forum for partners** to raise and address regional issues.

Coordinates **submissions on legislation** impacting Greater Christchurch.

Formed the **Urban Growth Partnership** with central government.

Established a **reporting framework** for transparency and accountability, aligned to the requirements of the National Policy Statement on Urban Development.

Environmental Leadership

GCSP recognised the need for an integrated a **blue/green network** to protect biodiversity and support climate adaptation.

Planning reflects **mana whenua values**, including support for kāinga nohoanga development.

How we work

The Greater Christchurch Partnership is a joint committee established by [Memorandum of Agreement](#) under the Local Government Act 2002, to govern and lead the Partnership, with the support of their Chief Executives, who sit on a Chief Executives Advisory Group.

The principles the Partners commit to as part of the MOA:

- **Work collaboratively:** Partners maintain a free flow of information, by regular formal and informal reporting and discussions. In particular, Partners will signal potential decisions on policies, plans and actions early via the GCP governance and management structure (Senior Managers' Group, CEAG and at GCP Committee).
- **A 'no surprises policy':** Partners communicate in an open and respectful manner, declaring issues and interests as soon as practicable. Partners consider the implications of their decisions and actions on the GCP and other partners ahead of time, and inform each other in advance of any major strategic initiative.
- **Demonstrate leadership:** Partners will demonstrate their commitment to working collaboratively to their organisations and their communities, and champion the process of partnership when implementing any and all of the strategies and action plans agreed by the GCP.
- **Discuss funding:** Partners discuss funding issues openly within the Partnership, particularly when there are gaps or changes that need to be made.
- **Respond promptly:** Partners respond in an agreed and timely manner to any communication and consultative initiative by another Partner. The Partner proposing the policy, plan or action has responsibility for managing the associated timeframe and will advise other Partners accordingly

Partnership activity is coordinated at governance, executive and managerial levels, supported by a secretariat which includes programme management and strategic advisory functions.

Staff from partner organisations deliver the Partnerships work programme through cross-agency project teams which report into a Steering Group of senior managers from the partner organisations.

Secretariat

A permanent secretariat hosted by Christchurch City Council on behalf of the partnership. The funding arrangements are outlined below. In addition, Christchurch City Council provides:

- Communications, media and legal advice as required
- Document management and other business support services
- The website: <https://www.greaterchristchurch.org.nz>

Secretariat staff:

- John Bartels – Director
John.Bartels@GreaterChristchurch.org.nz 027 332 4911
- Jenny Wilkinson - Programme and Relationship Advisor
Jenny.Wilkinson@GreaterChristchurch.org.nz 027 359 4156

The main email address for contact is secretariat@greaterchristchurch.org.nz

Meetings

The Senior Officials Group (SOG) and Planning Managers Group (PMG) and Transport Managers Group (TMG) run on a monthly cycle.

Greater Christchurch Partnership Committee (GCPC) and Chief Executives Advisory Group (CEAG) meetings are on a quarterly cycle.

The calendar is based around the Committee meeting generally occurring on a Friday in the months of March, May, August and November each calendar year. Dates are identified to avoid clashes with public holidays, Council, LGNZ or Canterbury Mayoral Forum meetings.

Greater Christchurch Partnership Committee meetings are open to the public and are typically held every quarter. The agendas are available one week before the meeting is scheduled to be held.

Meetings are livestreamed and recordings available to view on our [Meetings : Greater Christchurch](#). As Environment Canterbury host the Greater Christchurch Partnership Committee meetings, meetings can be viewed at the time of the meeting by accessing the [Environment Canterbury Youtube channel](#)

All appointments are coordinated through the secretariat@greaterchristchurch.org.nz shared calendar.

Decision making

Decision making by the Committees is achieved more by consensus than voting. On significant matters, the Committees recommend ratification by each of the partners own governance.

The ability to work constructively in partnership, prioritise effort and achieve consensus with a clear focus on the long-term outcomes for our communities, will be critical to the success of the Committees over this triennium.

Funding

The Committees and the collaborative work of the Partnership is supported financially through the provision of a central fund which includes meeting the costs associated with the roles of Independent Chair and the secretariat.

The 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%).

The successful achievement of strategic goals and implementation of agreed actions within existing strategies and plans relies on investment of both staff resources and additional financial contributions by the individual Partners in the delivery of the work programme. This investment is aligned through annual plans, long term plans and other funding processes.

Further resources and information

Memorandum of Agreements

- [Greater Christchurch Partnership Memorandum of Agreement](#)
- [Urban Growth Partnership Memorandum of Agreement](#)

Key Greater Christchurch Partnership Plans & business cases

- [Greater Christchurch Spatial Plan](#)
- [Greater Christchurch Transport Plan](#)
- [Joint Housing Action Plan](#)
- [Greater Christchurch 2050 engagement report](#)
- [Greater Christchurch Spatial Plan Foundation Report](#)
- [Greater Christchurch Spatial Plan Ngā Kaupapa Report](#)
- [Mass Rapid Transit Interim Report June 2021](#)
- [Our Space 2018-2048 \(Greater Christchurch Settlement Pattern Update - Whakahāngai O Te Hōrapa Nohoanga\)](#)
- [Greater Christchurch Mode Shift Plan](#)
- [Urban Development Strategy 2007](#)
- [Combined business case for the Greater Christchurch Public Transport Foundation and Rest of Network.](#)

Further information about the partnership and its work can be accessed on the [GCP website](#)

To contact the Greater Christchurch Partnership secretariat, please email secretariat@greaterchristchurch.org.nz



Canterbury Mayoral Forum and Greater Christchurch Partnership meeting dates 2026

As at 27 November 2025

	January	February	March	April	May	June	July	August	September	October	November	December	
S								1					S
S		1	1					2			1		S
M		2	2			1 King's Birthday		3 CEF			2 Marlborough anniversary day		M
T		3	3			2		4	1		3	1	T
W		4	4	1		3	1	5	2		4	2	W
T	1 New Year's Day	5	5 SOG Agenda Out	2 SOG / PA SOG Agenda Out		4 GCPC Agenda	2	6	3 GCPC Agenda	1	5	3 GCPC Agenda	T
F	2 Public Holiday	6 Waitangi Day	6 GCPC	3 Good Friday	1 SOG Agenda Out	5 SOG / PA SOG	3 SOG	7 SOG / PA SOG	4 SOG LGNZ NC	2 SOG / PA SOG Agenda Out	6 SOG	4 SOG CCEF LGNZ NC	F
S	3	7	7	4	2	6	4	8	5	3	7	5	S
S	4	8	8	5	3	7	5	9	6	4	8	6	S
M	5	9	9	6 Easter Monday	4 CEF	8 TMG/PMG Agenda	6	10 TMG/PMG Agenda	7	5	9 TMG/PMG Agenda	7 CCF and COF TMG/PMG Agenda	M
T	6	10 CEAG Agenda	10	7	5	9	7	11	8	6	10	8	T
W	7	11	11	8	6	10	8	12	9	7	11	9	W
T	8	12 LGNZ NC	12	9	7	11	9	13	10	8	12	10	T
F	9	13 LGNZ NC	13 SOG CCEF	10 SOG / PA SOG LGNZ NC	8 SOG LGNZ NC	12 GCPC CCEF	10 Matariki	14	11 GCPC CCEF	9 SOG / PA SOG	13 Canterbury Anniversary Day	11 GCPC CEDF & CPF	F
S	10	14	14	11	9	13	11	15	12	10	14	12	S
S	11	15	15	12	10	14	12	16	13	11	15	13	S
M	12 TMG/PMG Agenda	16 TMG/PMG Agenda GCP Review Workshop	16 CCF and COF TMG/PMG Agenda	13 TMG/PMG Agenda	11 TMG/PMG Agenda	15 TMG/PMG CCF & COF	13 TMG/PMG Agenda	17 TMG/PMG	14 CCF & COF TMG/PMG Agenda	12 TMG/PMG Agenda	16 TMG/PMG	14 TMG/PMG	M
T	13	17 CEAG	17	14	12	16	14	18 CEAG Agenda	15	13	17 CEAG Agenda	15	T
W	14	18	18	15	13	17	15	19	16	14	18	16	W
T	15	19 CMF Dinner	19	16	14 LGNZ AoLG	18	16	20	17	15	19 CMF Dinner	17	T
F	16	20 Mayoral Forum	20 CEDF & CPF LGNZ NC	17	15 LGNZ Sector mtgs	19 CEDF & CPF LGNZ NC	17	21	18 CEDF & CPF	16 LGNZ NC	20 Mayoral Forum	18	F
S	17	21	21	18	16	20	18	22	19	17	21	19	S
S	18	22	22	19	17	21	19	23	20	18	22	20	S
M	19 TMG/PMG	23 TMG/PMG	23 TMG/PMG	20 TMG/PMG	18 TMG/PMG	22	20 TMG/PMG	24	21 TMG/PMG	19 TMG/PMG CEF	23	21	M
T	20	24	24	21	19 CEAG Agenda	23	21	25 CEAG	22	20	24 CEAG	22	T
W	21	25	25	22	20	24	22	26	23	21	25	23	W
T	22	26 LGNZ AoLG GCPC Agenda	26	23	21	25	23 LGNZ NC	27 CMF dinner	24	22	26 LGNZ AoLG	24	T
F	23 SOG / PA SOG Agenda	27 LGNZ Sector Mtg	27	24	22	26 SOG Agenda Out	24	28 Mayoral Forum SOG Agenda Out	25	23	27 LGNZ Sector Mtg SOG Agenda Out	25 Christmas Day	F
S	24	28	28	25	23	27	25	29	26	24	28	26	S
S	25		29	26	24	28	26	30	27	25	29	27	S
M	26 CEF		30	27 ANZAC Day	25	29	27	31	28	26 Labour Day	30	28 Boxing Day (observed)	M
T	27		31	28	26 CEAG	30	28 LGNZ Conference		29	27		29	T
W	28			29	27		29 LGNZ Conference		30	28		30	W
T	29			30	28 CMF dinner		30 LGNZ Conference			29		31 New Years Eve	T
F	30 SOG / PA SOG				29 Mayoral Forum SOG/PA SOG Agenda Out		31 LGNZ Conference SOG / PA SOG Agenda Out			30 SOG Agenda Out			F
S	31				30					31			S
S					31								S

Greater Christchurch Partnership Committee – Forward Meeting Planner						
Meeting	December 2025	March 2026	June 2026	September 2026	December 2026	March 2027
Strategic agenda items	Briefing to the incoming committee	February GCP review workshop GCP Review – Workshop 3	GCP Review Decision – Workshop/ Report (If needed)	GCP Review – Report (If needed)		
	GCP Review – Workshop 1	JHAP – Phase 2 Actions Update	JHAP – Phase 2 Decision GC2050 – For endorsement			
		PT Futures MRT Update Regional Deal – CMF Update TBC	Kainga Nohoanga Strategy – Implementation - TBC			
Regular Reporting		6-month implementation update.		Implementation annual review and 6-month update		6-month implementation update.
		Priority Areas Programme Update		Priority Areas Programme Update		Priority Areas Programme Update
				25/26 Annual Report		

Meeting	Meeting Date	Agenda Distribution Date	Paper Submission Deadline
TMG/PMG	19 Jan 2026	12-Jan	11-Jan
SOG/PA SOG	30 Jan 2025	23-Jan	22-Jan
CEAG	17 Feb 2025	10-Feb	9-Feb
TMG/PMG	23 Feb 2025	16-Feb	13-Feb
GCPC	6 Mar 2026	26-Feb	25-Feb
SOG	13 Mar 2026	5-Mar	4-Mar
TMG/PMG	23 Mar 2026	16-Mar	13-Mar
SOG /PA SOG	10 Apr 2026	2-Apr	1-Apr
TMG/PMG	20 Apr 2026	13-Apr	10-Apr
SOG	8 May 2026	1-May	30-Apr
TMG/PMG	18 May 2026	11-May	8-May
CEAG	26 May 2026	19-May	18-May
SOG/PA SOG	5 Jun 2026	29-May	28-May
GCPC	12 Jun 2026	4 – Jun	3-Jun
TMG/PMG	15 Jun 2026	8-Jun	5-Jun

Meeting Type	Meeting Date	Agenda Distribution Date	Paper Submission Deadline
SOG	2 Jul 2026	26-Jun	25-Jun
TMG/PMG	20 Jul 2026	13-Jul	9-Jul
SOG/PA SOG	7 Aug 2026	31-Jul	30-Jul
TMG/PMG	17 Aug 2026	10-Jul	7-Jul
CEAG	25 Aug 2026	18-Aug	17-Aug
SOG	4 Sept 2026	28-Aug	27-Aug
GCPC	11 Sept 2026	3-Sep	2-Sep
TMG/PMG	21 Sept 2026	14-Sep	11-Sep
SOG / PA SOG	9 Oct 2026	2-Oct	1-Oct
TMG/PMG	19 Oct 2026	12-Oct	9-Oct
SOG	6 Nov 2026	30-Oct	29-Oct
TMG/PMG	16 Nov 2026	9-Nov	6-Nov
CEAG	24 Nov 2026	17-Nov	16-Nov
SOG	4 Dec 2026	27-Nov	26-Nov
GCPC	11 Dec 2026	3-Dec	2-Dec
TMG/PMG	14 Dec 2026	7-Dec	4-Dec

Canterbury Mayoral Forum		Greater Christchurch Partnership		Agenda distribution –one week prior.
Group	Membership	Group	Membership	Frequency
Mayoral Forum	Canterbury mayors, Canterbury regional council chair, Canterbury council chief execs	Partner Governance	All mayors, councillors, mana whenua and CEs of the GCP Partners	6 monthly
CEs Forum	Canterbury council chief executives	GCPC (GCP Committee)	GCP Committee members (mayors and two councillors, three mana whenua governors, One representation each for Te Whatu Ora and NZTA)	Quarterly
CEDF (Economic Development Forum)	One Canterbury council CE and economic development reps from Canterbury councils	UGP (Urban Growth Partnership)	GCP Committee members, plus two ministers	6 monthly
CPF (Policy Forum)	One Canterbury council CE and policy managers from Canterbury councils	CEAG (Chief Executives Advisory	Greater Christchurch chief executives (4.30-6.30pm)	Quarterly
CCF (Corporate Forum)	One Canterbury council CE and corporate managers from Canterbury councils	SOG (Senior Officials Group) PA SOG (Priority Area SOG)	Greater Christchurch partner senior officials (9am-12pm) Bi-monthly Greater Christchurch partner senior officials and MoE (11-12pm)	Monthly Bi-Monthly
CCEF (Communications and Engagement Forum)	One Canterbury council CE and communications managers from Canterbury councils	TMG (Transport Managers Group) PMG (Planning Managers Group)	Officer level groups	Monthly

Local Government New Zealand		Other	
Group	Membership	Council meeting days (note that councils often have committees on other days and may not meet every week)	
LGNZ National Council	Dan Gordon (Zone 5)	Tuesday	Hurunui, Mackenzie, Timaru, Waimakariri, Waimate, Waitaki
LGNZ Regional	Environment Canterbury chair and CE	Wednesday	Ashburton, Kaikōura, Selwyn, Christchurch City, Environment Canterbury
LGNZ R&P (Rural & Provincial)	All council mayors and CEs except Christchurch		
LGNZ Conference	All council mayors and CEs except Christchurch		
LGNZ CE Forum	Ashburton District Council CE, Hurunui District Council CE		
LGNZ Metro		School holidays	

Position Description - Greater Christchurch Partnership Interim Independent Chair

Introduction

1. The Greater Christchurch Partnership Committee Memorandum of Agreement (MoA) 2021 sets out the membership of the Committee, including an Independent Chair (clause 5.1).
2. The Interim Independent Chair will chair Greater Christchurch Partnership Committee (the Committee), the Urban Growth Partnership Committee and the Chief Executives Advisory Group (CEAG). The Interim Independent Chair will be appointed by the Committee and will continue in the role for the period as resolved by the Committee or upon a resignation being received (as outlined in section 6 of the MoA).

Background

3. The Greater Christchurch Partnership (GCP) is a longstanding broad partnership that brings health, iwi, local, regional, and central government to the table.
4. The major opportunities and challenges facing communities and the urban area in Canterbury transcend the boundaries of territorial authorities and the statutory functions held by the partner agencies.
5. Strong partnership is essential to leveraging the investment, resources and tools available in order to effectively deliver on communities' aspirations, respond to opportunities and address challenges facing the sub-region.

Key responsibilities

6. The role of Interim Independent Chair is one of leadership, facilitation, mediation, negotiation and advocacy with an emphasis on achieving consensus decision-making in carrying out the roles and functions of the Partnership.
7. The Interim Independent Chair should perform the role in a manner that ensures full participation by all Greater Christchurch Partnership Committee members and others including the Chief Executives Advisory Group and voting partner governance to facilitate the collaborative approach agreed between the Partners to address strategic challenges and opportunities for Greater Christchurch.
8. The key functions and tasks to be performed by the Interim Independent Chair are:

Greater Christchurch Partnership Committee and Chief Executives Advisory Group

- a. Ensure matters that drive forward the strategic direction of Greater Christchurch are brought before Committee and CEAG for discussion, deliberation and decision and information.
- b. Foster an environment of openness, common purpose and debate where contributions from all members are encouraged and valued, which enables quality participation and outcomes.
- c. Coordination of joint approaches to Central Government in relation to the Partnership's role and functions.

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- d. Special liaison with Partner Mayors, Chairs, Chief Executives and Mana Whenua in relation to specific issues that may arise.
- e. Ensure discussions effectively address the matters before the Committee and CEAG and the critical issues (if any) facing the business.
- f. Chair meetings in a manner which results in a commitment to clear and unambiguous decisions, preferably by consensus.
- g. Provide advice on matters as is appropriate to enable progress of the Committee and CEAG in its deliberations and achieving the Partnership's vision and objectives.
- h. Develop agendas in liaison with the Director of the Partnership and convene meetings.
- i. Ensure that timeframes and targets set by the Committee and CEAG are achievable and achieved.
- j. Consider public deputation requests.
- k. Ensure minutes properly record decisions and the business conducted at the meeting.
- l. Manage public communication processes in relation to the Committee's roles and functions.
- m. General liaison with and management of the Director of the Partnership, including:
 - i. Communication with interested persons including public and stakeholder groups.
 - ii. Management of issues as they arise.
- n. Management of the Director of the Partnership accountabilities.
- o. Other responsibilities as may be decided by the Committee or the Chief Executives Advisory Group.

Skills and Attributes

- 9. Skills and attributes, that reflect the findings of the Independent Partnership Review, are:
 - p. Demonstrates commitment to Te Tiriti o Waitangi and the application of the Treaty to practice.
 - a. Experienced at chairing meetings and ability to drive decision-making.
 - b. Demonstrates strong conflict resolution skills/experience. Mediates and negotiates to achieve positive win-win outcomes skilfully and effectively working through complex conflicts and disagreements.
 - c. Background in and/or strong experience in providing leadership and strategic direction.
 - d. Strategic thinking and change management experience, with strong knowledge of Greater Christchurch and the sub-regions strategic challenges and opportunities.
 - e. Political neutrality with credibility with all partners, especially elected members. Established relationships and respected reputation with partners would be an advantage.
 - f. Experienced at working effectively in partnership with elected members/governance bodies, chief executives, mana whenua, iwi, central government and the private sector to achieve

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outcomes collaboratively.

- g. Experienced in programmes of work/projects that involve multiple sponsoring agencies and at a large scale.
- h. Knowledge of central and local government processes and a strong understanding of urban development, growth management, regeneration and resilience both in a local and central government context.
- i. Proven and effective facilitation, relationship-building, communication and media skills.
- j. Personal and professional integrity
- k. A well-organised and natural forward planner.

Time

10. It is anticipated that a time commitment of approximately 17.5 hours per month be required to perform the functions and tasks set out above and must include:

- Attendance and chairing of Committee and CEAG meetings.
- Preparing for meetings and responding to matters as they arise; and
- Providing appropriate direction, management, and support to the Director of the Partnership and Secretariat.



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5. Secretariat and Work Programme Update

Reference Te Tohutoro: 25/2022642

Responsible Officer(s) Te Pou Matua: John Bartels, Director Greater Christchurch Partnership

Accountable ELT Member Pouwhakarae: John Bartels, Director Greater Christchurch Partnership

1. Purpose of Report Te Pūtake Pūrongo

- 1.1 The purpose of this report is to update the Greater Christchurch Partnership Committee (Committee) of the key activities undertaken by the Secretariat to support delivery and ongoing progress of the Partnership's work programme.

2. Relationship to Partnership Objectives Ngā Whāinga Matua ki te hononga

- 2.1 This report is to inform the committee on progress in the delivery of the joint work programme and to support effective dialogue and relationships between partners.

3. Officer Recommendations Ngā Tūtohu

That the Greater Christchurch Partnership Committee:

1. **Receives and notes** the Greater Christchurch Partnership Secretariat and work programme update.
2. **Notes** the significance of the Resource Management Reforms to the Greater Christchurch Partnership and Partner organisations, the importance of the Partnership making a submission, and acknowledges that the consultation period and submission window are expected to be limited and not aligned with the scheduled GCP Committee meetings.
3. **Requests** officers prepare a Greater Christchurch Partnership submission on the proposed Resource Management reforms for submitting within the consultation period.
4. **Delegates** authority to the Chief Executives Advisory Group to approve the final submission on the proposed Resource Management reforms on behalf of the Greater Christchurch Partnership.
5. **Notes** the final submission will be circulated to Committee members prior to being submitted and will be tabled for retrospective endorsement at the March 2026 Committee meeting.

4. Secretariat Update

Work Programme Summary

- 4.1 A summary of the GCP work programme is attached [**Attachment A**]. It provides a brief update on the progress and status of projects progressed year to date.

City and Regional Deals

- 4.2 The three initial City and Regional Deals are being negotiated with Auckland, Western Bay of Plenty and Otago Centra Lakes through Memorandum of Agreement signed in mid 2025. The aim to finalise the first deal by the end of 2025. The Secretariat is engaging with the other Urban Growth Partnerships to understand the development of these in negotiation with the Department of Internal Affairs to draw insights that can be applied to future work for Greater Christchurch and integration with the wider Canterbury Waitaha regional approach.

Government Reforms

- 4.3 The Government is expected to release details released on a number of Government led reforms over the coming months, with the design of the new resource management system likely to be released before the end of the year. The Secretariat will work with Central Government Partners to monitor for the release of details and through the Senior Officials Group and Chief Executive Advisory Group advise the Committee on the key proposed changes and potential implications for Greater Christchurch and the Partnership.

Anticipating the Release of Resource Management Reforms and preparing a Partnership submission

- 4.4 The Government is progressing a significant programme of reforms, which will have significant implications for the Partner organisations and the functions they perform under the Resource Management Act, as well as an uncertain operating environment for the Greater Christchurch Partnership to make progress on its priorities. The Government has been progressing significant reform to the Resource Management (RM) system, working towards the replacement of the Resource Management Act (RMA) 1991.
- 4.5 The intent of the reform is to simplify the planning system, reduce duplication and remove 'red tape'. The RMA is set to be replaced with two new acts: the Planning Act and the Natural Environment Act. Both Bills are expected to be introduced in November or December 2025.
- 4.6 While full details of the Bills are yet to be released, the Government has outlined the focus areas for the two Bills:
- **Planning Bill:** will regulate land-use planning and infrastructure development, supporting urban growth and aligning with national infrastructure priorities.
 - **Natural Environment Bill:** will focus on protecting and enhancing natural resources, including land, air, freshwater, and marine environments.
- 4.7 The Government has signalled the release of the proposed Resource Management reforms before the end of December. This timing is challenging for Partners from a resourcing perspective and the Partnership with the next quarterly Committee meeting scheduled for March 2026. It is anticipated that the level of change and impact to the Partnership and Partner organisations will be significant based on the scale and scope of the proposed reforms. However, the full impact of the Resource Management reforms on the Partnership will not be known until the details of the two bills are released. Given the significance to all Partners of the proposed reforms, a submission will be progressed by officers.
- 4.8 It is intended Staff will be better positioned to consider the potential impacts for the Partnership and devise a submission for consideration by senior officers once the replacement Bills have been introduced and their content assessed. Delegations to the Chief Executives Advisory Group is necessary to enable a Partnership submission is coordinated and submitted within the consultation period, while recognising that the length of the submission period is not known at the time of writing.
- 4.9 The value to Partner organisation in making a joint submission as the Partnership and Urban Growth Partnership is four-fold:
- **Stronger collective voice:** Demonstrates visible, collaborative leadership to central government and stakeholders.
 - **Alignment with Going for Housing Growth programme:** RM reform directly affects housing, infrastructure, and land use—core objectives of the Greater Christchurch Partnership.

- **Influence on national direction:** Submitting jointly ensures integrated spatial planning and urban growth priorities are reflected in reforms, which is critical given proposed changes to national direction instruments and spatial planning weight under RM reform.
 - **Efficiency and credibility:** A coordinated submission reduces duplication in respect of spatial and infrastructure planning that is led by the partnership, and signals readiness to implement reforms collaboratively.
- 4.10 In preparing the Partnership submission, its foundation is intended to draw on the Partnership's existing strategic priorities and its submission on the Government's Going for Housing Growth programme endorsed at the August 2025 GCP Committee meeting.
- 4.11 In additions to these, matters that are anticipated will be incorporated in the submission on the Government's Resource Management reforms include:
- Embedding the Treaty within the legislation, and support for the National Direction and Spatial Planning processes to better enable the economic development of land owned by Māori entities;
 - Ensuring the Greater Christchurch Spatial Plan can be built upon for regional spatial planning to avoid redundancy, reworking and additional costs to Partners;
 - Enabling and making it easier and cheaper for the Partnership to secure the approvals required to progress the implementation of its key priorities within the replacement Resource Management system e.g. Greater Christchurch Mass Rapid Transit System;
 - Clear transitional provisions that reflect the limited resource capacity and budget of Partner organisations in responding to proposed reforms and progressing its implementation at a local, regional and Greater Christchurch Partnership sub-regional scale;
 - Recognising the importance of local decision making for local issues, particularly around urban growth, with Greater Christchurch being the primary centre of urban growth for the region and the economic gateway for the South Island.
- 4.12 Although approval of the submission is intended to be delegated to Chief Executives Advisory Group it will be circulated to Committee members prior to being submitted and tabled for retrospective endorsement at the March 2026 Committee meeting.

Te Waipounamu Community Housing Provider Network Meetings

- 4.13 The network brings together community housing providers and their partners operating in the South Island. Its members' primary activity is to provide community housing solutions for people in housing need.
- 4.14 John Bartels attends monthly meetings to maintain strong connections with Community Housing Providers and stay informed about current community needs and programmes delivered by various providers, including government agencies. Of concern is the observed sharp increase in homelessness including families, which members have started to consistently gather data to demonstrate need. This data has been used to support the pursuit of additional Government funding to better address homelessness in Greater Christchurch.
- 4.15 The Network is also looking to update its 'Closing the Housing Gap' report for Greater Christchurch in quantifying the need for social and affordable housing. This has the potential to support the Partnership's work on completing Phase 2 actions of the Joint Housing Action Plan and for coordinated advocacy by the Partnership and the Network in seeking funding for new social and affordable housing in the Greater Christchurch sub-region.

GCP Budget Update

- 4.16 The secretariat operational costs remain within budget with only the operational budget invoiced to partners for the current financial year. The current financial year 2025/26 budget summary is outlined in Table 1.

Table 1 – FY2025/26 Secretariat Operating Budget

Expense	Approved FY2025/26
Operating Costs	
-Staff costs	501,000
-Mana whenua advisory and Independent Chair	110,000
-Administration (<i>printing, catering, adhoc</i>)	51,000
-Advice & Communications	20,000
-CCC Overhead (<i>accommodation, IT, support</i>)	112,500
FY2025/26 Opex total	794,500
Carry forward from last financial year	+40,000

- 4.17 The Chief Executive Advisory Group (CEAG) approved the carry forward of a modest \$40,000 buffer from FY2024/25 with the balance of the surplus returned to Partners on a pro-rata basis.
- 4.18 The redistribution of the surplus operating budget for the end of the FY24/25 financial year was completed on a pro-rata basis and credited on the usual final quarter invoicing through Christchurch City Council.
- 4.19 The carry forward of some funds reflects the reduced operational budget envelope for FY2025/26 and allowing some flexibility in accommodating the outcomes of the Review, whilst reducing the likelihood of needing to request partners for out of cycle funding contributions across the year.
- 4.20 The recent GCP Review currently underway has been an unbudgeted activity and this has been accommodated with the current operating budget.
- 4.21 The Programme Delivery budget is held and managed by Environment Canterbury on behalf of the Partnership. The project funding balance for FY2024/25 were carried forward into the 2025/26 financial year.

Table 2 – Project Funding Balances

Project Balances as at 01/07/2025	Programme Delivery (carryover from FY24/25)	500,478
Project Budget contribution for 25/26 year	Programme Delivery	150,000
	Engagement & Consultation	80,000

- 4.22 When the Long Term Plan budgets were developed, CEAG were supportive of putting an estimated sum aside for the Programme Delivery Budget and Engagement/Consultation [Table 2] annually to try and avoid the out of cycle requests for funding that have happened previously.
- 4.23 SOG has approved a project plan and \$27,500 allocation in FY25/26 from the Programme Delivery budget for completing Phase 2 of the Joint Housing Action Plan. The Senior Officials Group (SOG) agreed that the Programme Delivery budget of \$150,000 and \$80,000 Engagement & Consultation budget would only be invoiced if there was an identified need and an approved project plan.

- 4.24 The Secretariat has commenced development of a three-year Programme delivery budget with Senior Officials Group members. This multi-year view will assist in the forecasting of future funding requirements, aligned to the available funding and support decision making. This work is intended to leverage off the actions identified within the Implementation Plan 2024-27 and look to factor in any budgetary requirements for implementing the Partnership Review and being responsive to proposed Government reforms.

Attachments Ngā Tāpirihanga

No.	Title	Reference	Page
A  	GCP Work Programme Summary - December 2025	25/2119801	46

Greater Christchurch Partnership Work Programme Update

Project status summary as at 24 November 2025

Priority	Project / Initiative	Project lead	Timeframe	Key milestones/actions
Housing				
High	Joint Housing Action Plan - To deliver a collaborative, effective and achievable Housing Action Plan that increases the provision of housing that matches demand of a type, at locations and prices that people can afford in Greater Christchurch.	John Bartels	2024-2027	December 2024: Phase 1 to be completed - Completed Early/Mid 2025: Determine scope of Phase 2 actions of JHAP - Completed. Endorsed by Committee 23/05/25 Mid 2026: Complete Phase 2 of JHAP – timing & funding dependent on actions agreed by partners. Underway TBC: Explore a ‘Navigator’ function to support Mana Whenua in progressing housing development proposals.
Transport				
Medium	PT Futures - Implementation of the endorsed investment programme for improving the Greater Christchurch public transport network	Sonia Pollard, Mark Gregory, Jane Cameron, Gina Gilbert	2024-2037	Dec 2025- Jan/ Feb 2026: Request for Proposal (RFP) for the PT Improvement programme for Greater Christchurch (services) Feb 2026: Completion of the investment case for Route 1 and 5 Early 2026: PT Futures Strategic Case Refresh completed following confirmation of the problem and benefit statements. March 2026: GCP will be provided with an update on the PT improvement programme for Greater Christchurch (Services) (formally called PT Futures) this will include: • High level background to the programme including network planning principals. • Overview of the approach including work with partners. • Work underway includes Route 1 to 5, customer feedback through the meta-analysis • Timeline for the network review and improvement programme development, including the key dates and proposed programme for the comms and engagement plan. TBC May/ June 2026: Public engagement on the Greater Christchurch network review. TBC August/ September 2026: Draft ten-year PT improvement programme TBC- March 2027-June 2027: Finalised ten-year PT improvement programme. Funding bids finalised for National Land Transport Programme (NLTP) 2027-30 and through the Long-Term Plan 2027-37.
Medium	Mass Rapid Transit – Detailed Business Case	Jane Cameron	2024-2035+	2026-2029: Secure route protection for the core system in Christchurch City Further project milestones will be devised based on outcome of the Government Policy Statement on Land Transport and identified priorities in the NLTPfor 2027-30.
Medium	Greater Christchurch Transport Plan - Set the strategic case and transport interventions required to give effect to the strategic direction for transport in the Spatial Plan and other transport objectives	Transport Managers Group	Ongoing	Ongoing: Implementation and monitoring of progress with the GCTP
Mana Whenua				
High	Kāinga Nohoanga Strategy - The development of self-governing Kāinga Nohoanga on Māori Reserve land enabling and providing for Kāinga Nohoanga within urban areas .	Mana Whenua	March 2026	June 2025: Kāinga Nohoanga Strategy Developed - Completed August 2025 - March 2026: Scope support required by partners for the implementation of the strategy - Underway March 2026: GCPC report back on progress
Priority Development Areas				
High	Priority Development Areas (PDA) and Priority Regeneration Areas (PRA) - To enable aligned and coordinated action across multiple agencies to inform and prioritise investment to achieve change and growth that will not be delivered by the market on its own.	John Bartels	2024-2054	June 2024: Key potential projects identified for each PDA - Completed December 2024: Project programme and leadership agreed - Completed October 2025: Priority Area Working Group established - Completed March 2026: Progress update on the Priority Areas Programme provided to the GCP Committee.
Environmental				
Low	Blue-Green Network Opportunities		2027-2034	Develop an integrated blue-green network strategy, include investigating options to establish a Green Belt Action Plan. Investigate a sub-regional green belt concept for potential inclusion in the blue-green network strategy. Develop and implement a blue-green network programme
Low	Economic Growth	John Bartels/CMF	June 2025	Support the Canterbury Mayoral Forum (CMF) with its regional economic development planning as required.
Partnership Governance, Management and Operations				
High	Greater Christchurch 2050 - Set a vision and strategic plan for Greater Christchurch to achieve intergenerational wellbeing	GCP Secretariat	TBC	Early 2025: Committee endorsement of GC2050 framework - Refreshed strategic vision to be considered by the Committee in Early 2026.
Medium	Greater Christchurch Spatial Plan Monitoring and Reporting Framework - a framework that meets the reporting requirements of the NPS UD and the commitments made in the GCSP itself, enabling well-informed, timely decision-making for Governors.	GCP Secretariat	March 2026/ September 2026	March 2026: Priority Area Progress Reporting and Implementation plan progress report to the Committee September 2026: Present annual report to the Committee, Implementation Plan Review, Priority Areas Progress Report March/June/September/December: Residential Development and Housing Dashboard Update
Medium	FDS Implementation Plan Reviewed annually and updated as required.	GCP Secretariat	September 2026	March 2026: Consultation and engagement with stakeholder to refresh implementation plan. June/July 2026: SOG/CEAG review draft FDS implementation plan. September 2026: Present refresh draft implementation plan with GCPC for endorsement
Medium	Housing and Business Development Capacity Assessment	GCP Secretariat	March 2026	
Medium	Review the Future Development Strategy component of the plan	GCP Secretariat	August 2027	
Medium	Greater Christchurch Spatial Plan Review	GCP Secretariat	January 2029	
Watching Brief: New Government Policy Direction, Going for Housing Growth Programme Pillars, Local Water Done Well, RMA legislation changes, Local Government reforms				

6. Implementing the Greater Christchurch Partnership Independent Review

Reference Te Tohutoro: 25/2022736

Responsible Officer(s) Te Pou Matua: Chief Executive Advisory Group

Accountable ELT Member Pouwhakarae: John Bartels, Director Greater Christchurch Partnership

1. Purpose of Report Te Pūtake Pūrongo

1.1 The purpose of this report is to:

- 1.1.1 Demonstrate that the recommendations of the outgoing Greater Christchurch Partnership Committee made at the 8 August 2025 meeting have been actioned.
- 1.1.2 Provide incoming Committee members with an overview of the findings and recommendation of the Independent Partnership Review, which aimed to ensure the Partnership remains fit for purpose and well-positioned to meet future needs.
- 1.1.3 Provide Committee members with preparatory materials to enable active participation in workshops led by Martin Jenkins on implementing the Review as part of the December 2025 Committee meeting and a further workshop in early 2026.
- 1.1.4 Support Committee members in making informed decisions on the implementation of the review at the March 2026 Committee meeting.

2. Relationship to Partnership Objectives Ngā Whāinga Matua ki te hononga

- 2.1 The Partnership is a joint committee formed to take a collaborative approach to address strategic challenges and opportunities for Greater Christchurch. The review provides an opportunity for partners to reflect on the efficiency and effectiveness of the committee in meeting their collective objectives now and in the future.

3. Officer Recommendations Ngā Tūtohu

That the Greater Christchurch Partnership Committee:

Part 1 – Foundations of the Independent Partnership Review

- 1. **Receives** the **Independent Review Insights Report** and the **Independent Review of the Greater Christchurch Partnership Report**, summarised within the **presentation by Martin Jenkins at the August 2025 Committee meeting**.
- 2. **Notes** that the independent review by Martin Jenkins was conducted in accordance with the approved **Terms of Reference**.

Part 2 – Advancing implementation of the Review

- 3. **Notes** the Chief Executive Advisory Group have overseen implementation of the Independent Review's Phase 1 recommendations with preparatory materials developed by Martin Jenkins for consideration by the incoming Greater Christchurch Partnership Committee (**Attachment A**);
- 4. **Notes** the Chief Executive Advisory Group aims to secure decisions by the Committee on implementation of the Review at the March 2026 Committee meeting.

Terms of Reference for the Greater Christchurch Partnership Review

- 3.1 The Partnership has effectively been in place for 20 years. There have been significant changes over that period that will continue into the future, so it is timely and healthy to review the Partnership to see if it is set up to succeed to meet the outcomes that partners are seeking.
- 3.2 At its meeting on 13 December 2024, the committee agreed to undertake a review of the form, function and focus of the Greater Christchurch Partnership to ensure it remains fit for purpose going forward.
- 3.3 The committee delegated responsibility to the Chief Executives Advisory Group (CEAG) to prepare a draft Terms of Reference for the review, subject to the committee's approval. The [Terms of Reference](#) for the review were approved by the committee at its March 2025 meeting.
- 3.4 Mana whenua supported the review and emphasised the importance of being engaged with in a meaningful way throughout the process. They contributed key questions to the Terms of Reference that they wished to see addressed as part of the review.
- 3.5 The approved Terms of Reference is based on the current Memorandum of Agreements stated purpose, role and functions. However, it provided a wide enough scope to consider alternate organisational models if it is considered by the reviewer that they would more efficiently and effectively deliver partner outcomes.
- 3.6 Following the approval of the Terms of Reference, CEAG was delegated authority to appoint a suitable, independent reviewer to conduct the review with the expectation that the report will be presented to the committee at its 8 August 2025 meeting. This meeting date was also specified in the approved Terms of Reference.
- 3.7 After the March committee meeting, and following a competitive process, Martin Jenkins was appointed to complete the independent review of the Partnership aligned to the approved Terms of Reference.

Independent review approach

- 3.8 The Independent Review commenced on 16 April, led by Sarah Baddeley and Cat Moody from Martin Jenkins. The approach to the review considered assessment across four dimensions:
 - The work
 - Ways of working
 - People
 - Organising and resource arrangements
- 3.9 The methodology was qualitative based on 16 interviews and group workshop session using consistent key questions with partner representatives and covering elected members, officers and mana whenua representatives. These engagement sessions were completed across three weeks at the end of May.
- 3.10 A diverse range of views was received through the interview process. More so than in any other similar reviews completed by Martin Jenkins.
- 3.11 Following completion of interviews, Martin Jenkins drew out [key insights](#) using qualitative methods to support the development of its review findings and recommendations.

- 3.12 Martin Jenkins developed a set of design principles to guide the structure and future operation of the Partnership based on the findings of the insights report:
- Strategic focus
 - Stewardship
 - Partnership
 - Value for Money
 - Responsive
- 3.13 [The independent review report by Martin Jenkins](#) includes functional model options for the Committee to consider alongside 18 recommendations across three phased timeframes.
- 3.14 Martin Jenkins presented to the Greater Christchurch Partnership Committee on the findings and recommendations of its Independent Review at its August meeting. The outgoing committee recommended that Martin Jenkins deliver a similar presentation to the incoming committee to ensure continuity and shared understanding.

Consideration of the Independent Review's recommendations

- 3.15 The timing of the review phases presented to the Committee took into consideration the local body elections concluding in October 2025.
- 3.16 The recommendations of the review are split across three phases and timeframes:
- Phase 1: Report receipt and immediate actions (August onwards)
 - Phase 2: Electoral transition and preparation (November 2025 – February 2026)
 - Phase 3: Decision making and implementation (March 2026 - December 2026)
- 3.17 Officers have sought feedback and support from the Chief Executive Advisory Group on the recommendations and timing.
- 3.18 Partner officers have scoped the details of Phase 1 implementation with guidance and oversight provided by the Chief Executive Advisory Group, in readiness for a workshop with the incoming Greater Christchurch Partnership Committee at its December 2025 meeting.

Workshops to Implement the Review with the Incoming Committee

- 3.19 Martin Jenkins have been engaged to support the implementation of the Review's recommendations with the incoming Committee by leading two workshops as part of the December 2025 Committee meeting and a subsequent workshop in February 2026.
- 3.20 Martin Jenkins has prepared pre-reading for incoming Committee members. This material outlines the current functions of the GCP and explores potential new functions for consideration. It is intended to support the Committee's decision-making on the strategic functions and model for Partnerships (**Attachment A**).
- 3.21 Based on the insights drawn from the independent review, Martin Jenkins are seeking to clarify the Partnership's value proposition and purpose first to form the basis for workshop activities related to determining the functions and for the Partnership and the operating model that best supports these.

Proposed Next Steps

- 3.22 The proposed next steps once the review has been received by the Committee are outlined below:
- 3.22.1 A workshop is scheduled for the next GCP Committee meeting following local body elections in late 2025, with support from Martin Jenkins to understand the Review findings and hold an initial workshop to seek the committee’s feedback. (December 2025)
 - 3.22.2 The outputs of the December workshop with the Committee will inform a further workshop of partner representatives, proposed for 16 February 2026.
 - 3.22.3 The workshop outputs presented to the Committee members to support informed and contextualised decisions by the Committee on implementation of the Review at the March Committee meeting. (March 2026)
 - 3.22.4 If required, approval of an updated GCP Memorandum of Agreement (MoA) will be requested by each partner. An updated MoA will incorporate any changes necessary to align with the Committee’s endorsed GCP model, functions and role of Partnership Chair (Mid 2026)
 - 3.22.5 Operating arrangements aligned to the above will be embedded to support the effectiveness of the Partnership (Mid 2026 onwards)

Attachments Ngā Tāpirihanga

No.	Title	Reference	Page
A 	MartinJenkins - Workshop preparatory information	25/2446424	51

GREATER CHRISTCHURCH PARTNERSHIP

Implementing the independent partnership review - deciding key functions

A. PURPOSE

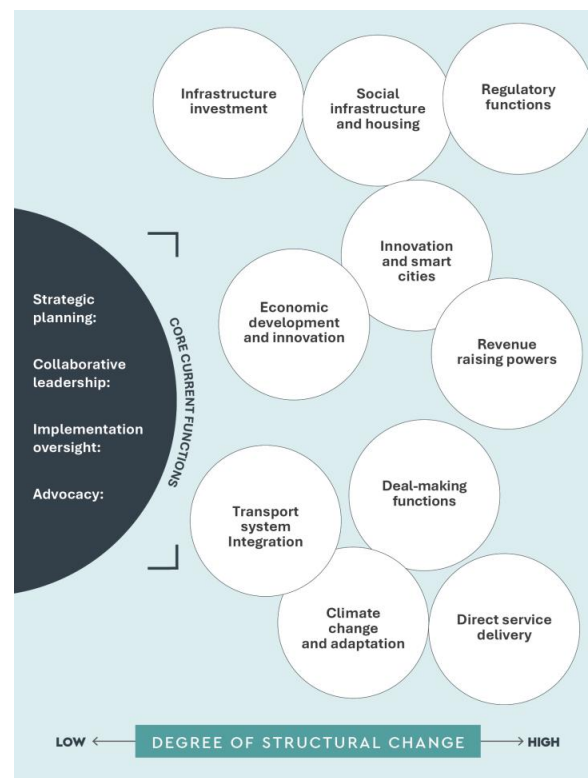
At the end of the last triennium, the Partnership received an Independent Review of the operation of the Greater Christchurch Partnership (GCP). The pre-reading for this workshop focuses on the current and potential new functions of the GCP. The February workshop will build on this, considering functions first to support decisions on the most effective operating model for the next three years.

B. BACKGROUND

The Independent Review found:

- The GCP has **delivered significant value**, particularly during periods of strategic planning and crisis response and developing the Greater Christchurch Spatial Plan.
- There has been a **shift away from strategic leadership** towards operational coordination, with decision-making processes becoming slower and more consensus-driven.
- Political confidence in the Partnership had declined**, and stakeholders expressed uncertainty about its current purpose and ability to influence outcomes in a rapidly evolving policy landscape.
- That **implementation of the Spatial Plan remains challenging**, due to regulatory translation gaps, limited delivery authority, and resource constraints.
- There is a **need for clearer accountability mechanisms and stronger strategic capability** to ensure that adopted plans result in tangible outcomes.
- The Partnership's effectiveness **relies on a renewed commitment to collaborative leadership**, where all partners - including mana whenua, local government, and central government - work together as equals.

C. FUNCTIONS IDENTIFIED IN INDEPENDENT REVIEW



D. ACTIONS SOUGHT

Consider this background material ahead of the December workshop

Prepare to discuss what is needed to enable March GCP decisions during a February workshop

Urban growth partnership memberships

Auckland - Joint Housing and Urban Growth Programme	Crown, Auckland Council with Auckland Transport, Watercare, Tātaki Auckland Unlimited
Hamilton - Waikato - Future Proof	Crown, Waikato-Tainui, Tainui Waka Alliance, Waikato Regional Council, Waikato District Council, Hamilton City Council, Waipā District Council, Matamata Piako District Council, and with Auckland Council, Franklin Local Board and the Tāmaki Makaurau Mana Whenua Forum
Tauranga - Western Bay of Plenty - SmartGrowth	Crown, Iwi Representatives (4), Bay of Plenty Regional Council, Western Bay of Plenty District Council, Tauranga City Council and Priority One (EDA)
Wellington - Horowhenua - Wellington Regional Leadership Committee	Crown, Iwi Representatives (6), Wellington Regional Council, Horowhenua District Council, Kapiti District Council, Porirua City Council, Wellington City Council, Hutt City Council, Upper Hutt City Council, South Wairarapa District Council, Carterton District Council, Masterton District Council, WellingtonNZ (EDA)
Queenstown Lakes- Whaiaora Grow Well	Crown, Te Runanga o Kāi Tahu, Otago Regional Council, Queenstown Lakes District Council

GREATER CHRISTCHURCH PARTNERSHIP

Implementing the independent partnership review - deciding key functions

D. DESIGN PRINCIPLES

The Independent Review, informed by engagement across councils, iwi and stakeholders, identified some key principles that should inform selection of a way forward. These included:

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.

RESPONSIVE

Ensure that the Partnership has effective mechanisms in place to remain relevant and responsive to changing demands being faced by the Greater Christchurch community.

E. RELATIONSHIP TO GOVERNMENT POLICY

The Government is currently considering a range of wider reforms that may impact how GCP Partners consider how to respond to the Independent Review. These include:

RMA REFORM

The Resource Management Act 1991 is being replaced. Councils face new limits on initiating plan changes, tighter central oversight, and evolving environmental standards. This will impact which functions sit locally, regionally and centrally, and is expected to have significant implications for mana whenua.

New “national directions” will cover freshwater, biodiversity, urban development, infrastructure, and hazards. Government partners involved in the GCP will need to adapt to these policy and legislative changes and provide clear advice to support partners through transition.

FINANCIAL SUSTAINABILITY AND SYSTEM CHANGES

Back to basics will have territorial local authorities refocused on core services like water, roads, and rubbish.

Rating pressure, with new financial performance reporting and benchmarking requirements incoming and rates capping being introduced.

OTHER FUNCTION CHANGES

Government is also considering changes to the delivery of water services, building regulation, and civil defence functions.

Local Government Reforms

The recent local government announcements signal significant governance changes for regional councils, adding further pressure to a sector already stretched by major reforms such as LWDW and RMA. However, any structural reforms will be gradual - subject to a formal process including new legislation, with an expected two-year timeframe for developing proposals. GCP can continue its discussions, while positioning itself to respond proactively as the implications of these changes become clearer.

F. FUNCTIONS

A function is a distinct area of activity or purpose to achieve objectives. Functions are typically defined by:

Purpose or outcome – what the activity is meant to achieve (e.g. or “provide parks”).	1
Coherence – activities that logically belong together because they serve the same end or require similar capabilities.	2
Distinctiveness – the activity can be meaningfully separated from other activities.	3

G. AN APPROACH

The Productivity Commission identified a range of factors to shape where functions in local government should sit. The key questions are:

Where is the community of interest?

Should there be local variability?

Who should be accountable?

Where would it be more efficient to implement and administer the function?

Where is the capability and information held?

Who should fund the implementation and administration?

Where should they be located?

The GCP needs to consider the future of the Partnership in the context of identifying the key issues and strategic challenges facing Greater Christchurch that will likely transcend individual council boundaries. These are distinct from general issues that may transcend the full region or being experienced nationally. They are distinct to the urban-periphery challenges and opportunities facing greater Christchurch.

GREATER CHRISTCHURCH PARTNERSHIP

Implementing the independent partnership review – deciding key functions

Key: Existing function
Potential function

H. EXISTING PARTNERSHIP FUNCTIONS AND OTHER FUNCTIONS TO CONSIDER

For all functions we will consider to what extent they fulfil the design principles outlined on the first page.

Function	Description	Questions to consider at the workshop	Function	Description	Questions to consider at the workshop
Strategic planning	Establishes long-term direction and priorities to guide regional growth, infrastructure, and broader outcomes.	GCP has delivered major plans like the Greater Christchurch Spatial Plan. It is proposed to keep this core function and strengthen its strategic capability. Should there be increased resourcing for strategic capability to support regional spatial planning, ensure plans translate into action and remain fit for future challenges?	Infrastructure investment	Coordinating investment priorities for the sub-region and negotiating multi-level government infrastructure deals.	GCP already does some work to advocate for investment priorities. Should it take on a stronger role in coordinating infrastructure investment?
Collaborative leadership	Brings together councils, mana whenua, and agencies to address shared challenges through coordinated decision-making.	GCP provides a forum for councils, mana whenua, and government to work together on regional issues. Should it maintain this role and invest in capability to lead effectively across partners, ensuring trust and alignment on shared priorities?	Deal-making functions	Commercial deal-making and FDI attraction.	What role should GCP play in attracting and brokering commercial investment deals from third parties?
Implementation oversight	Monitors delivery of agreed strategies and plans to ensure tangible progress and accountability across partners.	GCP already monitors delivery of agreed plans like the Greater Christchurch Spatial Plan but the review found that progress was not being made. Should it strengthen this role by investing in capability for robust progress tracking, driving accountability, and reporting, while maintaining its strategic focus and avoiding operational delivery?	Transport system integration	Coordinating transport investment and policy across the sub-region, integrated transport-land use planning, strategic focus on urban growth in transport arrangements.	GCP leads the Greater Christchurch Transport Plan and supports mode shift initiatives. Should it expand its role to coordinate regional transport investment and integrate land use planning more fully, strengthening resilience and funding leverage while avoiding duplication with existing council and government responsibilities?
Advocacy	Represents sub-regional interests to central government, securing support and influencing national policy and investment.	GCP plays an advocacy role for Greater Christchurch priorities. Should it continue at the current level, or take a more proactive approach—while being clear about scope and avoiding duplication with individual councils' advocacy?	Economic development and innovation	Economic strategy development, business attraction, innovation facilitation job-creation, link to university and innovation sector.	ChristchurchNZ works on economic development outside of the GCP. Should the GCP expand into regional economic strategy and innovation coordination with ChristchurchNZ to strengthen alignment and advocacy?
Regulatory functions	Relationship to RM system replacement for national compliance and enforcement.	Currently, regulatory powers sit with individual councils and central government. Should GCP seek to expand into sub-regional regulatory coordination or advocacy to streamline processes and improve consistency across Greater Christchurch?	Social infrastructure and housing	Sub-regional housing strategy and social infrastructure investment priorities.	GCP leads the Joint Housing Action Plan and advocates for alignment on housing. Should it take on a stronger regional role in coordinating housing and social infrastructure planning—such as schools, health and community facilities—to improve integration, equity, and advocacy across Greater Christchurch?
Revenue raising powers	Ability to receive devolved funding and ability to raise additional revenue eg congestion charging.	GCP currently relies on partner contributions and external funding. Should it explore new revenue-raising mechanisms, such as sub-regional levies, time-of-use charging or joint funding models, to support expanded functions and long-term investment priorities?	Climate change and adaptation	Sub-regional adaptation planning, emission reduction and sustainability initiatives.	GCP supports through the Canterbury Climate Partnership Plan and resilience planning. Should it take on a more active role in sub-regional climate adaptation and emissions reduction, integrating these with growth and infrastructure planning to deliver coordinated responses to shared risks?
Direct service delivery	Delivery of services including transport, waste, water.	GCP currently focuses on coordination, planning, and advocacy—not operational delivery. Should it move beyond this role to directly provide selected regional services where scale and efficiency benefits exist, recognising this would be a major change in scope?	Digital innovation and smart cities	Sub-regional digital innovation, smart cities initiatives, data infrastructure strategy (ie data centres/energy requirements associated).	GCP has supported innovation through planning and data-sharing initiatives. Should it take on a stronger role in driving sub-regional digital transformation and smart city solutions, including shared platforms and technology partnerships?

Karakia – Whakakapi Closing Incantation

Ka whakairia te tapu	Restrictions are moved aside
Kia watea ai te ara	So the pathway is clear
Kia tūruki whakataha ai	To return to everyday activities
Kia tūruki whakataha ai	
Hui e, tāiki e	Enriched, unified and blessed