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## **Council Workshop**

## **AGENDA**

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### **Notice of Workshop Te Pānui o te Hui:**

A Council Workshop will be held on:

**Date:** **Tuesday 27 January 2026**  
**Time:** **10.00 am - public excluded**  
**10.30 am - open to the public**  
**Venue:** **Camellia Chambers, Level 2, Civic Offices,  
53 Hereford Street, Christchurch**  
[\*\*https://councillive.ccc.govt.nz/meeting-calendar/\*\*](https://councillive.ccc.govt.nz/meeting-calendar/)

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### **Membership Ngā Mema**

Chairperson	Mayor Phil Mauger
Deputy Chairperson	Deputy Mayor Victoria Henstock
Members	Councillor Kelly Barber Councillor David Cartwright Councillor Melanie Coker Councillor Pauline Cotter Councillor Celeste Donovan Councillor Tyrone Fields Councillor Tyla Harrison-Hunt Councillor Nathaniel Herz Jardine Councillor Yani Johanson Councillor Aaron Keown Councillor Sam MacDonald Councillor Jake McLellan Councillor Andrei Moore Councillor Mark Peters Councillor Tim Scandrett

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**23 January 2026**

**Principal Advisor**

Mary Richardson

Chief Executive

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**Note:** This forum has no decision-making powers and is purely for information sharing.

To find upcoming meetings, watch a recording after the meeting date, or view copies of meeting Agendas and Notes, go to:

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



## **TABLE OF CONTENTS NGĀ IHIRANGI**

<b>1. Apologies Ngā Whakapāha .....</b>	<b>3</b>
---	----------

### **WORKSHOP ITEMS**

<b>4. Items Closed to the Public .....</b>	<b>34</b>
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<b>2. Simplifying Local Government reform. Draft Council submission for review.....</b>	<b>5</b>
---	----------

*[Presenter: Luke Adams, Principal Advisor Strategic Policy]*

<b>3. Annual Plan 2026/27 - General Revaluation and Rates Update .....</b>	<b>21</b>
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*[Presenter: Steve Ballard, Group Treasurer  
Mitchell Shaw, Principal Advisor – Finance]*

## **1. Apologies Ngā Whakapāha**

Apologies will be recorded at the workshop.



## **2. Simplifying Local Government reform. Draft Council submission for review.**

**Reference Te Tohutoro:** 26/20966

**Presenter(s) Te Kaipāhō :** Luke Adams, Principal Advisor Strategic Policy

### **1. Detail Te Whakamahuki**

<b>Purpose and Origin of the Workshop</b>	To seek elected members' feedback and input on the Council's draft submission on the Government's <i>Simplifying Local Government</i> proposal.  The draft submission has been prepared by staff in response to the Department of Internal Affairs consultation, drawing on Christchurch's metropolitan role, infrastructure responsibilities, and experience with cross-boundary service delivery.  The workshop provides an opportunity for elected members to test the framing, emphasis, and key messages ahead of finalisation.
<b>Timing</b>	This workshop is expected to last for 30 minutes.
<b>Outcome Sought</b>	Elected members' feedback on: <ul style="list-style-type: none"><li>the overall direction, tone, and positioning of the draft submission</li><li>the key risks, concerns, and expectations raised in relation to the proposed reforms</li><li>whether the draft appropriately reflects Christchurch's metropolitan context and interests.</li></ul> Direction on any amendments or additional matters to be addressed prior to formal consideration.
<b>ELT Consideration</b>	N/A.
<b>Next Steps</b>	Staff will incorporate feedback from the workshop into a final submission.  A final submission will be presented to the 11 February Policy and Planning Committee for consideration and approval.  Subject to Committee approval, the submission will then be lodged with the Department of Internal Affairs within the consultation timeframe.
<b>Key points / Background</b>	<ul style="list-style-type: none"><li>On 25 November, the Department of Internal Affairs released a discussion document on behalf of the Minister for RMA Reform and the Minister of Local Government titled: "<i>Simplifying Local Government</i>", seeking public feedback. Submissions on the document close on 20 February 2026.</li><li>The document proposes significant reform of local government. The Government's preferred approach to reform is disestablishing regional councils and replacing them with Combined Territories Boards (CTBs). Within two years, CTBs will be required to develop Regional Reorganisation Plans which will determine how local government operates within each region.</li></ul>

	<ul style="list-style-type: none"> <li>The key driver for the proposed reform is that the Government considers there are too many layers of government, which leads to duplication, confusion and inefficiencies. The intent of the reforms is to simplify local government by consolidating decision-making, which will reduce duplication, align regional decision-making and create efficiencies.</li> <li>Ministers have stated that following consultation on this discussion document, new legislation is expected to go through Parliament in 2026.</li> </ul>
<b>Useful Links</b>	<ul style="list-style-type: none"> <li>Discussion document – <a href="#"><u>Simplifying-Local-Government-a-draft-proposal-November-2025.pdf</u></a>, from the Department of Internal Affairs website.</li> <li>Joint press release from the Minister for RMA Reform and Minister of Local Government – <a href="#"><u>Simpler, more cost-effective local government   Beehive.govt.nz</u></a></li> </ul>

### Attachments Ngā Tāpirihanga

No.	Title	Reference	Page
A 	Simplifying Local Government reform. Christchurch City Council Submission DRAFT	26/11225	7
B 	Simplifying Local Government reform. Draft response to the proposal's targeted questions	26/21148	16

### Signatories Ngā Kaiwaitohu

<b>Author</b>	Luke Adams - Principal Advisor Policy
<b>Approved By</b>	David Griffiths - Head of Strategic Policy & Resilience John Higgins - General Manager Strategy, Planning & Regulatory Services Mary Richardson - Chief Executive

DRAFT Christchurch City Council Submission: Simplifying Local Government Proposal

Item 2

Attachment A

## DRAFT Christchurch City Council Submission

### Simplifying Local Government Proposal

Note that this is draft content for elected member feedback and additional input. The final submission will be formatted prior Policy and Planning Committee consideration and approval.

#### Introduction and Overall Position

1. Christchurch City Council (the Council) supports the Government's intent to simplify local government, reduce duplication, and improve regional performance and long-term outcomes. The Council agrees that a more integrated, evidence-led approach to how functions are delivered across Canterbury is timely, necessary, and has the potential to deliver real benefits for communities and ratepayers.
2. Current arrangements create unnecessary complexity, duplication, and misalignment across functions that increasingly operate across district boundaries. In practice, service outcomes are often shaped by fragmented planning, inconsistent capability, and unclear accountability across agencies and councils. A structured review of what functions are delivered, how well they are performing, and where they are best placed to deliver strong outcomes over the long term is a sensible and overdue step. If done well, this reform could materially improve service quality, resilience, accountability, and value for money.
3. However, the success of the proposal will depend less on its ambition than on the credibility of the process and the settings that support it. From the Council's perspective, the greatest risks lie not in the overall intent, but in whether the proposed machinery genuinely enables reform rather than defaulting to status quo management. In particular, there are material risks associated with:
  - the design and operation of the Combined Territories Board (CTB) as a transitional decision-making body
  - the integrity, independence, and flexibility of the Regional Reorganisation Plan (RRP) process
  - whether the framework properly recognises the realities of a major metropolitan centre and enables Greater Christchurch-scale analysis and solutions where functions clearly operate at that level.
4. Accordingly, this submission advocates for a reform process that is robust, independent, and flexible, and that can identify the best option based on clear evidence. The Council supports a process that enables genuine consideration of metropolitan-scale and unitary options early and in depth, where functional analysis

DRAFT Christchurch City Council Submission: Simplifying Local Government Proposal

Item 2

Attachment A

demonstrates that these models could deliver better outcomes, rather than defaulting to region-wide solutions.

5. This submission therefore focuses on the conditions required for the Regional Reorganisation Plan to operate as a genuine functional review prioritising function first and form second). It also outlines what is needed to ensure the process produces credible, evidence-based cases for change rather than a negotiated compromise. Without these foundations, the process may not achieve the level of improvement the reform is meant to deliver.
6. This submission should be read alongside a separate, attached document that responds directly to the consultation questions set out in the draft proposal. Together, these documents reflect the Council's commitment to engaging constructively and contributing to a reform process that is robust, flexible, and capable of delivering durable improvements in performance, resilience, and value for ratepayers across Canterbury.

### Christchurch Context and Role in Canterbury

7. Christchurch is New Zealand's second-largest city and the South Island's primary metropolitan centre. It is the economic, population, and infrastructure heart of Canterbury, and plays a national role as the South Island's principal gateway for trade, transport, education, health services, and innovation. Decisions about how functions are governed and delivered in Christchurch therefore have implications that extend beyond the city and the Canterbury region.
8. Christchurch has the largest share of Canterbury's population and is expected to experience most of the region's future growth. These growth pressures affect where people live and how the wider system functions, placing ongoing demand on transport networks, water and stormwater systems, land-use planning and consenting, housing delivery, and climate-resilience measures... As a metropolitan centre, many services and systems operate at scale, across district boundaries, and with interdependencies that differ materially from those in smaller or predominantly rural districts.
9. Christchurch also has the region's largest and most complex infrastructure and asset networks. This includes extensive transport, water, drainage, flood protection, and community infrastructure systems, alongside a legacy of seismic recovery and ongoing resilience investment. As a result, Christchurch faces a materially higher share of infrastructure investment requirements, renewal demand, and operational risk. These asset networks are critical not only for city residents but for the functioning of the wider Canterbury economy and the region's ability to support growth and recovery from hazards.
10. In addition, Christchurch faces significant hazard and resilience pressures, including flood and catchment risk, coastal erosion and sea-level rise, climate adaptation challenges, and the long-term impacts of seismic events on infrastructure and urban

form. Managing these pressures effectively requires integrated planning, strong technical capability, and governance arrangements able to operate at metropolitan and catchment scales.

11. Taken together, these factors mean decisions about how Christchurch is governed and how services are delivered have a significant impact on Canterbury's productivity, resilience, and long-term growth. Reform outcomes that work for Christchurch are therefore central to the success of reform across the region as a whole.
12. For these reasons, any reform approach that treats all councils the same risks making decisions that don't reflect how the metropolitan area actually functions. A one-size-fits-all approach will not reflect the pace, scale, and complexity of metropolitan systems, or the way key functions such as transport, growth management, infrastructure sequencing, and climate resilience operate across Greater Christchurch.

### **Acknowledging the Government's Intent**

13. The Council supports the Government's objectives to reduce duplication, improve alignment across functions, strengthen long-term performance and resilience, and improve value for money for New Zealanders. We agree the current system, characterised by overlapping responsibilities, fragmented decision-making, and inconsistent capability across councils, does not consistently deliver the outcomes communities expect or represent the best use of public resources.
14. We consider the proposal's emphasis on a functional review to be methodologically sound. Starting with a clear assessment of what functions are required, how they are currently delivered, how well they are performing, and at what scale they are best placed provides a stronger foundation for reform than approaches that begin with predetermined structural models. In this respect, *function first, form second* is the right framing.
15. If designed and implemented well, the proposal could create a practical pathway to:
  - a shared evidence base across councils
  - clearer accountabilities and fewer fragmented decision points
  - better coordination of planning, investment, and delivery across growth, infrastructure, and resilience challenges
  - improved value for money through reduced duplication and better use of capability.
16. The Council also sees value in the intent to encourage councils to work more collaboratively across boundaries where services and systems already operate beyond individual districts. However, the relevance and effectiveness of pan-regional collaboration will vary by function. In Greater Christchurch, many critical functions already operate at metropolitan scale, with levels of demand, complexity, and

DRAFT Christchurch City Council Submission: Simplifying Local Government Proposal

introduction that differ materially from wider regional contexts. The reform framework therefore needs to explicitly enable metropolitan-scale analysis and delivery pathways alongside region-wide collaboration, rather than assuming a single regional approach will be appropriate in all cases.

17. While the submission identifies a number of concerns about how the proposal may operate in practice, these should be read as constructive and forward-looking. The Council's objective is to help ensure the intent of the reform is realised through credible settings and practical mechanisms, rather than diluted through process design, transitional constraints, or default institutional approaches.

## Key Concerns with the Proposed Approach

### The CTB's Transitional Role and Decision-Making Dynamics

18. The proposal positions the CTB as a transitional governance mechanism. In practice, the CTB will be required to operate at the centre of two substantial and demanding roles at the same time: governing the full suite of existing regional council functions, and leading a complex, future-focused reorganisation process intended to reshape how local government functions are delivered across the region.
19. This dual role creates a material risk that the CTB becomes over-burdened, capacity constrained, and increasingly pulled toward managing day-to-day governance obligations at the expense of the deeper system redesign work the reform requires. The scale and complexity of the reorganisation task should not be underestimated. It involves analysing multiple service systems, assessing performance and cost across councils, engaging with mana whenua and communities, testing alternative delivery models, and developing evidence-based recommendations that may challenge existing institutional arrangements. At the same time, the CTB must continue to discharge regional council statutory responsibilities..
20. The proposal's success therefore depends heavily on the strength of the supporting machinery: secretariat design, decision-making processes, delegation pathways, and the ability to run structured functional review workstreams at pace. In particular, the CTB must be able to delegate substantive analytical and design work to appropriately structured workstreams, rather than attempting to manage the reform process solely through the board table alone.
21. If these enabling settings are not in place, there is a real risk the CTB becomes overly cautious and incremental, resulting in modest changes and negotiated compromises rather than genuine reform. The Council considers it essential that the CTB's transitional role is supported by governance and operational arrangements that enable clear strategic direction and timely decision-making, while empowering dedicated teams to undertake the detailed functional review and option development work required to deliver meaningful change.

### **Risk of Negotiated Compromise Rather Than Performance-Led Reform**

22. Without strong safeguards, the Regional Reorganisation Plan risks evolving into a negotiated settlement between councils rather than an evidence-led assessment of what will perform best over the long term.
23. Regional reorganisation is inherently complex and politically sensitive. Councils bring different scales, pressures, financial positions, and community expectations. If the process relies heavily on consensus within the CTB, outcomes may gravitate toward what is collectively acceptable rather than what delivers the strongest performance, resilience, and value for money.
24. This risk is heightened by the CTB's composition. Mayors are accountable first and foremost to their own communities, which can create natural incentives to protect existing arrangements or resist changes perceived to disadvantage local interests. Without a strong analytical base, independent advice, and clear evaluation frameworks, reform ambition may be diluted.
25. The Council is particularly concerned that lowest-common-denominator outcomes could disproportionately disadvantage metropolitan systems. Major urban centres carry higher infrastructure complexity, growth pressures, and risk exposure, and often require differentiated solutions. A process that defaults to uniform, region-wide compromise risks locking in arrangements that underperform for both metropolitan and regional communities.
26. For these reasons, the RRP must be designed to prioritise evidence over negotiation, including:
  - clear and practical functional assessment criteria
  - transparent evaluation of options against performance, cost, capability, resilience, and outcomes
  - the ability to identify and progress differentiated solutions where appropriate
  - decision-making settings that allow difficult but necessary conclusions to be reached.

### **Representation and Voting Settings**

27. The Council is concerned that CTB voting and representation settings could underweight metropolitan scale and load, particularly if “effective representation” adjustments materially reduce the influence of the largest population centre.
28. While effective representation of communities of interest is important, the voting design must not inadvertently produce gridlock, systematically dilute metropolitan needs, or weaken the CTB's capacity to make timely, high-quality decisions on complex regional issues. The voting framework must be transparent, clearly justified, and demonstrably aligned with the objectives of the reform.

DRAFT Christchurch City Council Submission: Simplifying Local Government Proposal

29. In the Council's view, the model must recognise that population concentration, infrastructure demand, and system risk are not evenly distributed across Canterbury. The governance settings need to reflect this reality if the reform is to improve outcomes rather than entrench existing misalignment.

#### **Independence and Credibility of the Secretariat**

30. The effectiveness and legitimacy of both the CTB and the RRP will depend heavily on the design and credibility of the supporting secretariat. Christchurch considers it essential that the secretariat arrangement is neutral, trusted, and fit for purpose, with strong analytical capability and access to reliable, comparable data across councils.
31. For Canterbury in particular, it will be important that the functional review and RRP work is not perceived as being facilitated, led, or owned by any single existing institution. Independence in practice, and independence in perception, will materially affect confidence in the outputs among councils, mana whenua, the public, and central government.
32. The Council does not consider the current Mayoral Forum secretariat to be an appropriate vehicle for this role. Its real or perceived alignment with regional council priorities, outcomes, and agendas could undermine the independence required for a credible and trusted process. Ensuring a separate and genuinely independent (or cross council) secretariat is essential to maintaining confidence in the process among councils, mana whenua, the public, and central government.

#### **Council's Expectations of the RRP Process**

##### **The RRP Must Be a True Functional Review**

33. The RRP must begin with comprehensive, region-wide functional mapping and performance assessment, including cross-boundary district functions where relevant. This should identify where delivery is fragmented, where capability is duplicated, where outcomes are inconsistent, and where coordination failures produce unnecessary cost or risk.
34. The process must be capable of producing a range of solutions, rather than forcing a single uniform structure across all functions. Christchurch does not support an approach that assumes one governance model will suit all functions. Instead, the review should identify the most effective delivery model for each function based on evidence.
35. Different functions may be best delivered at different scales, including metropolitan, sub-regional, regional, shared-service, or national, and the process should be explicitly designed to identify the right scale for each, rather than defaulting to region-wide solutions.

### **Enable Metropolitan Workstreams and Sub-Regional Analysis**

36. The proposal should explicitly enable the CTB to establish and empower sub-regional workstreams (including a Greater Christchurch grouping) where functions naturally operate at that scale. For Canterbury, this is particularly relevant for growth planning, transport integration, infrastructure sequencing, climate adaptation, and related service delivery interfaces.
37. Without this flexibility, one of the clearest opportunities for improving performance and reducing duplication, metropolitan alignment across Christchurch, Selwyn, and Waimakariri, risks being constrained by region-wide compromise rather than addressed on its merits. Enabling Greater Christchurch workstreams is not about pre-empting outcomes; it is about ensuring the functional review reflects how systems actually operate and can test delivery options at the scale that matters.

### **Momentum and the Risk of Long Timelines**

38. The indicative sequencing raises a practical concern. If the CTB is not in place until 2027, and the RRP is then developed over up to two years, Canterbury risks losing momentum at precisely the time clear direction and clarity are needed.
39. The process should actively enable early functional review work to begin before CTB establishment, including shared data baselines, agreed functional catalogues, and staged analytical workstreams. Early work would strengthen the evidence base, reduce downstream risk, and support a more confident and efficient reorganisation process once formal structures are in place.

### **Mana Whenua, Treaty Settings, and Māori Outcomes**

40. The Council considers it essential that partnership with mana whenua is embedded from the outset in the functional review design, not added late as a governance overlay. Treaty partnership should shape how functions are assessed, how outcomes are defined, and how decision-making settings are designed.
41. Any transitional arrangements should not inadvertently weaken existing Canterbury settings, including current Ngāi Tahu representation arrangements and established partnership mechanisms. The removal of elected regional councillors should not result in reduced Māori voice, influence, or decision-making at regional or sub-regional levels.
42. The RRP must demonstrate how Treaty settlement commitments administered by councils will be upheld, and how Māori outcomes and kaitiakitanga are supported across environmental, infrastructure, and planning functions.

### **Costs, Funding, and Avoiding Unfunded Mandates**

43. Transition costs must be identified early, quantified realistically, and supported by clear funding mechanisms. These costs should not be underestimated or left to ratepayers without open and clearly explained support arrangements, including how costs will be

DRAFT Christchurch City Council Submission: Simplifying Local Government Proposal

Item 2

Attachment A

shared, who will fund what, and how central government requirements will be backed financially.

44. The Council is particularly concerned to avoid outcomes where reform results in unfunded mandates, hidden cost transfers, or opaque cross-subsidisation that is not justified by demonstrable regional benefit. As the region's largest ratepayer base and the metropolitan centre with the most capital-intensive infrastructure systems, Christchurch rate payers cannot be expected to absorb the costs of historic underinvestment or structural deficits elsewhere in the region without a clear rationale and explicit agreement.
45. Transition costs must be identified early, quantified realistically, and supported by clear funding mechanisms. These costs should not be underestimated or left to ratepayers without transparent support settings, including where central government decisions or requirements drive change.
46. Any final arrangements must demonstrate a clear value proposition and affordability pathway for Christchurch ratepayers, with long-term impacts tested and evidenced rather than assumed.

### What Success Looks Like

47. From Christchurch's perspective, a successful reform process would deliver:
  - A genuine, evidence-led functional review that provides a clear view of what functions are required across Canterbury, how they are currently performing, and where they are best placed to deliver outcomes – without being constrained to a single predetermined structural model.
  - Governance and delivery arrangements capable of timely, high-quality decisions, with representation and voting arrangements that reflect scale and impact appropriately, and avoid embedding lowest-common-denominator outcomes.
  - Explicit provision for Greater Christchurch (metropolitan) analysis and solutions, recognising that many of the region's most complex growth, infrastructure, transport, and climate challenges operate at metropolitan scale and cannot be effectively addressed through region-wide compromise alone.
  - Enduring Treaty partnership arrangements, embedded from the outset, protecting existing commitments and strengthening Māori outcomes and kaitiakitanga across environmental, infrastructure, and planning functions.
  - Clear and credible implementation pathways, including transparent treatment of costs, funding that follows function, avoidance of unfunded mandates or unjustified cross-subsidisation, and realistic transition planning that protects ratepayers.

DRAFT Christchurch City Council Submission: Simplifying Local Government Proposal

48. If these conditions are met, the Council is confident the reform can deliver durable improvements in service performance, resilience, and accountability, supporting regional prosperity while delivering value for Canterbury communities and Christchurch ratepayers over the long term.

## Conclusion

49. Christchurch City Council supports the direction of reform and agrees that simplifying local government presents an opportunity to improve how functions are delivered across Canterbury. However, the success of this reform will depend less on structural ambition and more on whether the process is credible, independent, flexible, and genuinely evidence-led.
50. The Council considers it essential that the Regional Reorganisation Plan operates as a genuine functional review, enables differentiated solutions where warranted, and avoids defaulting to negotiated compromise or one-size-fits-all outcomes. The reform must explicitly allow for metropolitan-scale analysis and delivery pathways, protect and strengthen Treaty partnerships, and ensure that costs, funding responsibilities, and transition impacts are transparent and fair for ratepayers.
51. The Council is committed to engaging constructively and in good faith. We are prepared to invest capability, share evidence, and play a leadership role in building a shared regional understanding of what works best. Our objective is not to pre-determine outcomes, but to ensure the process is strong enough to identify them properly.
52. If the process is right, the Council is confident the reform can deliver durable, high-quality outcomes that strengthen regional performance, support growth and resilience, and provide lasting value for Canterbury communities now and into the future.

## DRAFT Christchurch City Council Submission

### Response to the proposal's targeted questions

#### 1. Do you agree there is a need to simplify local government?

- **Yes.**
- The current two-tier system creates duplication, inconsistent decision-making, and unnecessary cost, particularly where regional and territorial functions intersect (planning, transport, water, hazards, climate). Simplification should be aimed at better performance and clearer accountability, not just fewer governance bodies.
- Christchurch also considers that the issues identified reflect a wider pattern of fragmented and incremental reform across the local government system. Over time, Parliament has enacted a complex and sometimes inconsistent suite of legislative arrangements, reinforcing the need for a more coherent, system-wide approach to reform.

#### 2. What do you think of the proposed approach overall?

- **We support the intent:** reduce duplication, improve efficiency, and strengthen regional performance. The idea of a functional review first is methodologically sound.
- However, we have significant concerns about whether the proposed mechanism will deliver meaningful change in practice. In particular, we are not yet convinced that, as currently designed, the CTB will consistently function as a credible transitional governance model for Canterbury, or that it will reliably produce an evidence-led Regional Reorganisation Plan rather than a negotiated compromise among existing councils.

#### 3. Do you agree with replacing regional councillors with a CTB?

- **Not as currently proposed** (without stronger safeguards and supporting arrangements).
- Replacing elected regional councillors with a CTB may simplify governance on paper, but risks reducing capability and focus at the regional level and placing too much weight on a part-time governance model (mayors with primary responsibilities to their own councils). We are concerned this could slow decisions, increase political bargaining, and weaken long-term strategic direction for regional functions.
- If a CTB proceeds, it will need strong safeguards (secretariat independence, delegation, clear decision rules, and Treaty partnership settings) to avoid becoming a weak forum.

#### 4. What do you like or dislike about the proposal to replace regional councillors with a CTB?

- What we like:

- Acknowledges the need to reduce duplication and align regional decision-making.
- Uses existing elected leadership, which may strengthen public accountability relative to fully appointed models.
- Creates a potential mechanism to drive a region-wide functional review.
- What we dislike / are concerned about:
  - A CTB may be overloaded, with mayors expected to govern existing regional functions (including RMA reforms and regional spatial planning) while also leading major structural redesign.
  - Canterbury's complexity (major metro centre + multiple districts + significant environmental and infrastructure challenges across the largest region in the country) is unlikely to be well-served by a mayoral forum model.
  - High risk the Regional Reorganisation Plan becomes a negotiated settlement, not a best-for-region design.
  - Timeframes risk loss of momentum and delayed benefits for communities and ratepayers.

**5. What level of Crown participation in regional decision-making do you prefer?**

- **None, as a default setting.**
- We prefer local democratic accountability to remain key. However, if the Government proceeds with a CTB model, there may be circumstances where limited Crown participation could be justified to ensure national consistency for particular functions (especially where national reforms centralise standards or compliance).
- If Crown participation is included, it should be:
  - clearly bounded to defined matters (not general governance),
  - used sparingly,
  - and designed to support evidence-based decision-making, not override local voice as a norm.
- We do not support a majority-vote Crown Commissioner model.

**6. Do you agree that mayors on the CTB should have a proportional vote adjusted for effective representation?**

- **In principle, yes, but the detail is critical.**
- We support weighted voting that recognises population, and we understand the need for "effective representation". However, the system must not be designed in a way that materially under-weights the needs of a major metropolitan centre or produces ongoing decision paralysis.

- For Canterbury, the voting design must:
  - recognise Christchurch's scale and regional impact,
  - remain understandable and durable,
  - avoid creating incentives for minority-vote bargaining that undermines metropolitan delivery.

**7. What do you like or dislike about the voting proposal for the CTB?**

- Like:
  - Tries to avoid the two extremes of “one mayor, one vote” and pure population dominance.
  - Provides a role for an independent body (LGC).
- Dislike / concerns:
  - “Effective representation” is not yet defined at CTB scale, and could become a mechanism that systematically dilutes metropolitan decision-making.
  - Uncertainty and discretion may undermine confidence and create ongoing contestability.
  - Dual-threshold voting for some RM decisions risks slowing or complicating decisions further unless tightly designed.

**8. Do you support the proposal to require CTBs to develop regional reorganisation plans?**

- **Yes, with stronger process design requirements.**
- A mandatory Regional Reorganisation Plan is the most promising part of the proposal, provided it is a true functional review that can produce multiple structural solutions (not a single forced model).
- To be credible, the process must:
  - be evidence-led and transparent,
  - include robust community and mana whenua engagement,
  - allow sub-regional (e.g., Greater Christchurch) workstreams,
  - and be supported by an independent, fit-for-purpose secretariat.

**9. What do you think about the criteria proposed for assessing regional reorganisation plans?**

- The criteria are a useful starting point, but need strengthening and clarification, particularly around:

- metropolitan scale and complexity (major cities have different infrastructure requirements, growth pressures, and delivery pace requirements),
- ratepayer impacts (including cross-subsidisation and affordability),
- implementation realism (workforce capability, IT systems, service continuity, transition costs),
- and clearer tests for Treaty partnership and Māori representation (not just “arrangements continue”).
- We also consider the criteria should explicitly require assessment of whether outcomes are best delivered at:
  - metropolitan,
  - sub-regional,
  - regional,
  - national,
  - or shared-service scale, so the end plan can be a suite of solutions.

**10. What do you think about how the proposal provides for iwi/Māori interests and Treaty arrangements?**

- **The proposal does not yet provide sufficient clarity or assurance on how enduring Māori representation and partnership will be maintained and strengthened in practice.**
- While it states existing Treaty settlement obligations would “carry over”, it also removes current formal Māori representation at the regional level (including the Ngā Tahu Representation Act 2022 arrangements), and it is not clear what enduring replacement is intended.
- For Canterbury, the reforms must:
  - maintain mana whenua partnership in regional decision-making,
  - provide a clear, durable representation mechanism at the regional/metropolitan level (not ad hoc committee arrangements),
  - and ensure any new governance form supports kaitiakitanga across freshwater, biodiversity, coastal and climate functions.

**11. What do you like or dislike about the ways that communities crossing regional boundaries could be represented?**

- We generally support approaches that preserve:
  - clear accountability,
  - democratic legitimacy,

- and practical service delivery.
- However, “district adoption” risks creating representation that is indirect or confusing, while “additional representation” risks making CTBs larger and less workable. Any approach should be simple, transparent, and minimise governance complexity.

### **3. Annual Plan 2026/27 - General Revaluation and Rates Update**

**Reference Te Tohutoro:** 26/61515

**Presenter(s) Te Kaipāhō :** Steve Ballard, Group Treasurer  
Mitchell Shaw, Principal Advisor – Finance

#### **1. Detail Te Whakamahuki**

<b>Purpose and Origin of the Workshop</b>	<ul style="list-style-type: none"><li>• To provide elected members an update on the process and outcome of the 2025 General Revaluation.</li><li>• To provide elected members an update and seek feedback of the impact of the 2025 General Revaluation, to the distribution of rates between the different sectors (residential, business and remote rural), and potential changes to the rates differentials.</li><li>• To provide elected members an update of minor wording updates to be included in the Rating Information of the Funding Impact Statement and Rates Remission Policy, to be included in the 2026/27 Draft Annual Plan.</li><li>• To provide elected members an update on the 2026/27 Draft Annual Plan proposed rates increase, including subsequent updates to the position presented on the 17<sup>th</sup> of December 2025, at the Finance and Performance Committee meeting.</li><li>• To provide elected members an update on the 2026/27 Draft Annual Plan Fees &amp; Charges Schedule.</li></ul>
<b>Timing</b>	This workshop is expected to last for 45 minutes.
<b>Outcome Sought</b>	Elected members' feedback on: <ul style="list-style-type: none"><li>• The distribution of rates between sectors (residential, business and remote rural), following the 2025 General Revaluation; and</li><li>• Potential change to the business rate differential in the Draft 2026/27 Annual Plan; and</li><li>• The proposed draft 2026/27 Annual Plan rates increase.</li></ul>
<b>ELT Consideration</b>	N/A.
<b>Next Steps</b>	Staff will incorporate feedback from the workshop into the Draft Annual Plan Report and documents, to be presented to elected members at the Finance and Performance Committee meeting to be held on the 10 <sup>th</sup> of February 2026 for adoption.
<b>Key points / Background</b>	N/A.
<b>Useful Links</b>	N/A.

#### **Attachments Ngā Tāpirihanga**

No.	Title	Reference	Page
A 	Annual Plan 2026-27 - General Revaluation and Rates Update	26/139701	23

## Signatories Ngā Kaiwaitohu

<b>Authors</b>	Steve Ballard - Group Treasurer Mitchell Shaw - Principal Advisor - Finance
<b>Approved By</b>	Bruce Moher - Acting GM Finance, Risk & Performance

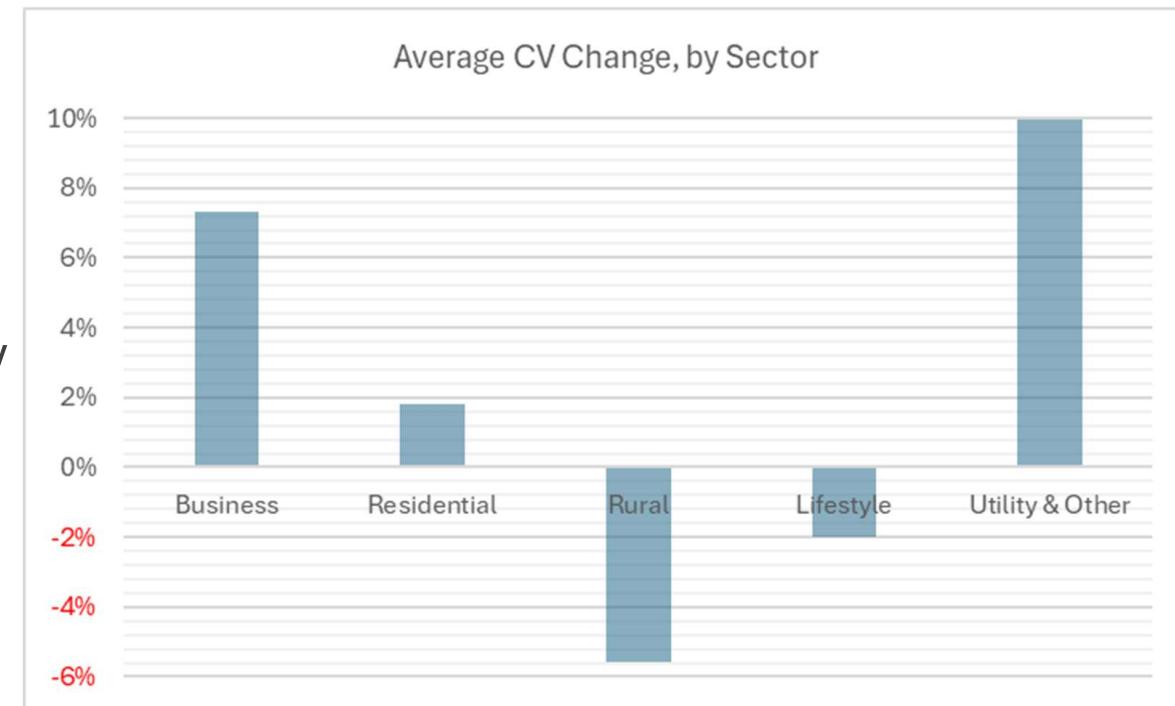
# Annual Plan 2026/27

## General Revaluation Update

Tuesday 27 January 2026

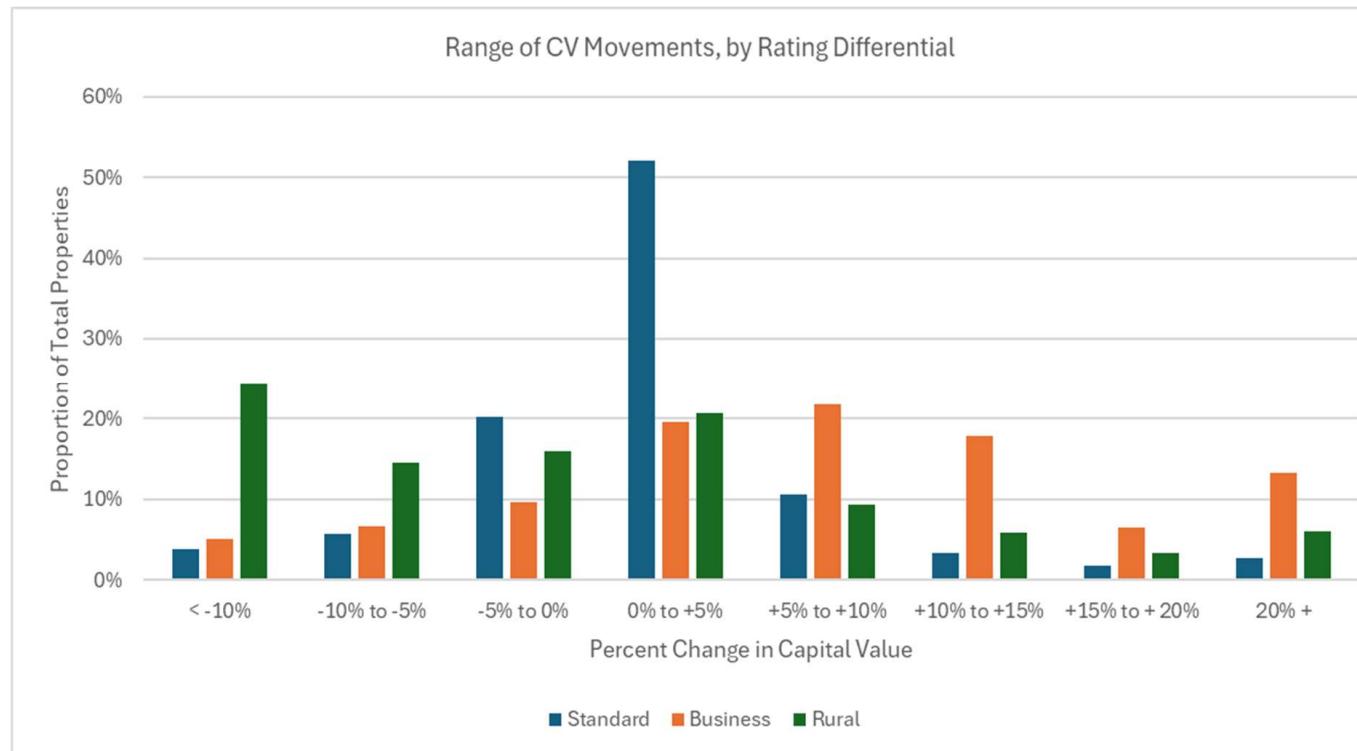
## General Revaluation – Results

- Audit sign-off delayed to 20-Feb, but no material change expected
- Overall CV change is small (+3.50%), but significant differences by sector



## CV changes by General Rate Differential

- Differential categories don't match QV's sectors, but the pattern is similar.



EG: 52% of Standard properties have changed between 0%-5%.

## Impact on Rates Increases

- Average 7.95% Rates increase will be felt unevenly – Business properties will increase by more than 11%; Residential by less than 5.5%.
- This difference could be evened out by adjusting the General Rate Differentials:
  - Businesses are currently charged 2.22 times the Standard General Rate (ie. For every \$1m of CV, a Business property is currently charged \$2,915 more than Standard).
  - This used to be 1.7 times – it was increased at the 2022 General Revaluation, to even out an opposite shift (due to house price inflation).
- Staff will present Differential options once the Revaluation Audit has been signed off & data loaded into CCC systems.

## Other Rating Issues (minor)

Rating Information (section of the FIS):

- Definition of short-term accommodation adjusted to remove the minimum 60-day requirement. This requirement is aligned with Resource Consents, but it has not proven possible to rely on RCs to apply Rates policy.

Remissions Policy – earthquake-damaged properties:

- Amended date so that in the unlikely event of a new claim it will be clear that Remissions will not be back-dated.

# Annual Plan 2026/27 Financial Update

## Projected Rates Increases

	2026/27	2027/28	2028/29
<b>2026 Annual Plan Rates Increase</b>	<b>10.52%</b>	<b>9.11%</b>	<b>5.73%</b>
Changes incorporated in the initial budget build (reduced insurance, updated subvention receipt forecast, Burwood Landfill extension, 2024/25 capital expenditure)	(1.30%)	0.40%	0.24%
<b>Initial Build Rates Increase (06/11/2025)</b>	<b>9.22%</b>	<b>9.51%</b>	<b>5.97%</b>
2026/27 Capital Programme Deliverability Review	(0.71%)	(0.89%)	0.52%
Bringing Urban Development functions inhouse	(0.19%)	0.01%	0.01%
Analytical savings incorporated	(0.73%)	0.06%	0.05%
Increase rating for renewals	0.73%	(0.11%)	(0.09%)
<b>Revised Annual Plan Build (17/12/2025)</b>	<b>8.32%</b>	<b>8.58%</b>	<b>6.46%</b>

## Projected Rates Increases

	2026/27	2027/28	2028/29
<b>Revised Annual Plan Build (17/12/2025)</b>	<b>8.32%</b>	<b>8.58%</b>	<b>6.46%</b>
Additional savings identified (\$0.8 million, various minor adjustments and savings)	(0.10%)	0.01%	0.01%
Updated opening balance sheet gross borrowing (\$10.0 million reduction in 2025/26 borrowing based on capex forecast)	(0.10%)	0.01%	0.01%
Use of the forecast 2025/26 surplus for debt repayment (\$10.0 million of the 2025/26 forecast surplus applied, current forecast surplus \$21.0 million)	(0.10%)	0.01%	0.01%
Updated rating growth (Rating growth increased \$0.6 million to allow for the 2025/26 actual rates strike after adjustments)	(0.07%)	0.02%	0.02%
<b>Proposed Draft Annual Plan Build</b>	<b>7.95%</b>	<b>8.63%</b>	<b>6.51%</b>

## Projected Rates Increases

Driver	2026/27	2027/28	2028/29
Rating for Renewals (Increase in rating for renewals to achieve fully funded renewals by 2032 per the Financial strategy.)	3.51%	2.89%	1.70%
Inflation (based on BERL 3.1% Opex & 3.4% Capex for 2026/27)	2.96%	2.67%	2.25%
Capital Programme (Planned capital programme expenditure of \$586.2m in 2026/27)	2.12%	2.98%	3.28%
Use of 2024/25 Surplus (\$17.0m of surplus applied to 2025/26 (only) rates reduction in 2025/26 AP)	2.06%	0.00%	0.00%
Climate Resilience Fund (Additional \$2.1m fund contribution (total 2026/27 contribution \$4.1m))	0.25%	0.25%	0.25%
Operational Expenditure (reduced insurance, updated subvention receipt forecast, Burwood Landfill extension, analytical savings, inhousing urban development)	(1.05%)	0.98%	1.27%
Corporate items (subvention receipts, dividends, interest, debt repayment)	(1.85%)	(0.14%)	(1.24%)
Rating Growth (1% city capital value growth + 2025/26 actual rates strike adjustment)	(1.07%)	(1.00%)	(1.00%)
<b>Base Potential Rates Increase to Existing Ratepayers</b>	<b>6.93%</b>	<b>8.63%</b>	<b>6.51%</b>
One New Zealand Stadium at Te Kaha (Debt repayment & interest expense resulting from borrowing to fund One New Zealand Stadium at Te Kaha.)	1.02%	0.00%	0.00%
<b>Current Potential Rates Increase to Existing Ratepayers</b>	<b>7.95%</b>	<b>8.63%</b>	<b>6.51%</b>

## 2026/27 Fees & Charges Update

- A draft of the Fees & Charges Schedule was issued to Councillors on 21 Jan.
- The majority of fees & charges have been updated to reflect inflation.
- Various minor wording or other changes as marked in the document.
- New fees have been added to the schedule in relation to the progression of private initiatives associated with the Otakaro Avon River Corridor (page 36).

<b>Fees and Charges associated to the progression of private initiatives associated to the Ōtakaro Avon River Corridor</b>	
<i>Staff time will be charged at the applicable hourly rate. Includes time spent on administration, research and assessment, meeting attendance (as applicable) and advice.</i>	
<i>Note Council reserves the right to waive partial or full fees for Charitable and Community Service Activities at the discretion of the Head of Parks</i>	
<i>Commercial initiatives will be subject to full fees on application</i>	
<i>Note : Total fee charged will be capped at Actual Cost</i>	
<b>Hourly Rates</b>	
Application fee	<b>Fees for 2026/27</b>
Administration	<b>GST Inclusive</b>
Planner/ Advisor	\$ 250.00
Senior planner advisor & or Specialist Advice	\$ 135.00
External specialist and consultant	\$ 210.00
	\$ 250.00
	<b>Actual Cost</b>

## Next Steps

- 02 February 2026 – Audit and Risk Management Committee Review
- 10 February 2026 – Draft Annual Plan Adoption
- 12 February 2026 – Draft Annual Plan Adoption (Backup)
- Late February/March – Consultation (dates to be confirmed)

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#### 4. Items Closed to the Public

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The information session/workshop items noted from the next page will not be open to the public under the sections of the Local Government Official Information and Meetings Act 1987 (LGOIMA) outlined in the table on the following page. The full wording of the noted LGOIMA sections is found in [section 6](#) or [section 7](#) of the Act.

In the Council's view, these reasons for exclusion are not outweighed by public interest considerations in section 7(1) favouring their release.

The public can ask the Ombudsman to review this decision. Information about how to make a complaint is available at [www.ombudsman.parliament.nz](http://www.ombudsman.parliament.nz) or freephone 0800 802 602.

ITEM NO.	GENERAL SUBJECT OF EACH MATTER TO BE CONSIDERED	SECTION	SUBCLAUSE AND REASON UNDER THE ACT	PUBLIC INTEREST CONSIDERATION	POTENTIAL RELEASE REVIEW DATE AND CONDITIONS
4.	EVENT TRANSPORT PROPOSAL	S7(2)(H), S7(2)(I)	COMMERCIAL ACTIVITIES, CONDUCT NEGOTIATIONS	COMMERCIAL POSITION OF PRIVATE PARTY WOULD BE COMPROMISED IF MATERIAL WAS MADE PUBLICLY AVAILABLE BEFORE A FUNDING DECISION IS MADE BY THE COUNCIL	30 JUNE 2026  FOLLOWING COUNCIL DECISION TO FUND PROPOSAL