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## Long-Term Plan Workshop NOTES

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**Date:** Thursday 28 May 2026  
**Time:** 9.33 am  
**Venue:** Camellia Chambers, Civic Offices,  
53 Hereford Street, Christchurch

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**Present**

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

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**Principal Advisor**  
Bruce Moher  
Interim General Manager Finance,  
Risk & Performance / CFO  
Tel: 941 8999  
[bruce.moher@ccc.govt.nz](mailto:bruce.moher@ccc.govt.nz)

**Meeting Advisor**  
Samantha Kelly  
Team Leader Democratic Services  
Support  
Tel: 941 6227  
[samantha.kelly@ccc.govt.nz](mailto:samantha.kelly@ccc.govt.nz)

**Meeting Advisor**  
Cathy Harlow  
Democratic Services Advisor  
Tel: 941 5662  
[cathy.harlow@ccc.govt.nz](mailto:cathy.harlow@ccc.govt.nz)

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The agenda was dealt with in the following order.

## **1. Apologies Ngā Whakapāha**

Apologies were received from:

- The Mayor and Councillor Fields for absence.
- Councillor Peters for early departure.
- Councillor Donovan for lateness.

Councillor Donovan joined the workshop at 9.40 am.

Councillor Harrison-Hunt left the workshop at 9.56 am and returned at 9.59 am

Councillor Harrison-Hunt left the workshop at 10.01 am and did not return.

Councillor Scandrett left the workshop at 10.10 am and returned at 10.11 am.

Councillor Barber left the workshop at 10.13 am and returned at 10.16 am.

Councillor Cotter left the workshop at 10.22 am and returned at 10.24 am.

Councillor Peters left the workshop at 10.35 am and did not return.

## **2. Long Term Plan 2027 - 2037 Workshop - Infrastructure Strategy**

Luke Adams, Principal Advisor Policy joined the table and spoke to the presentation.

### **Key Presentation Points**

- The Infrastructure Strategy (IS) provides strategic guidance for the Long Term Plan (LTP), asset management plans, and activity plans. The IS is not about individual projects or funding allocations and operational detail remains with staff responsible for asset management planning.
- The IS is intended to guide decisions over a 30-year horizon and sit alongside the Financial Strategy (FS) and capital prioritisation framework. The strategy identifies gaps that may become actions or programmes, some actions may span multiple LTP cycles.
- Direction provided will be tested and refined, then adopted as guidance for activity plans and asset management plans, recognising that not all matters are addressed and that the IS provides a platform for other programmes and projects.
- Six significant issues shape infrastructure decisions over the long term:
  - Affordability and funding constraints
  - Managing renewals across generations
  - Climate change and hazard exposure
  - Growth and demographic change
  - Regulatory reform and service standards
  - External shocks and uncertainty
- Affordability is described as a constraint. Activity plans and asset management plans are to be developed within the financial envelope. Any gap must be explicitly identified, not just absorbed.
- Infrastructure planning, investment and management should consider Mana Whenua values and priorities for land, freshwater and coastal environments and be developed through ongoing partnership with Mana Whenua, in line with Te Tiriti obligations.
- Strategic directions are principles intended to apply across multiple LTP cycles. They are not projects or actions themselves but provide guidance that informs downstream planning.
- The strategy includes enabling dependencies such as workforce capacity, digital and technology systems, and asset data quality.

### **Direction**

- Members provided the following guidance to be considered in the draft IS:
  - Whilst providing capacity assurance to the Canterbury workforce, also emphasising the need to undertake infrastructure differently to address affordability, including risk assessments of what could be built at high and low levels.
  - Reflecting the issue of the carry forward of budget approach.
  - Reflecting the need for coordination of infrastructure works across departments, including aligning renewals of roads, water, footpaths, and associated assets to avoid repeated disruption and works.
  - Reflecting that, where growth-related infrastructure is being delivered, opportunities should be identified to leverage that investment to deliver additional infrastructure outcomes at the same time, within the existing financial envelope.
  - Issue Two: Managing Renewals Across Generations – Including reference to having a risk based approach to renewals including data as well as human information.
  - Issue Three: Climate Change and Hazard Exposure – Including the need for confidence in risk information, including testing and validating assumptions and ensuring transparency in how risk assessments inform investment decisions.
  - Rewording the section that refers to “growth pays for growth” to provide further clarity.

### **Key Discussion Points**

- Members sought assurance that the Council would have further opportunity to consider the IS directions. Staff confirmed an additional Workshop on 10 June 2026 has been scheduled.
- Clarification was sought on the relationship between the IS and the asset management maturity assessment. Staff noted that the maturity assessment is a management tool and not a strategic document linked to the IS. Discussion occurred that any concerns around asset management should be raised through the consideration of asset renewals.
- Members emphasised the importance of explicitly signalling a different approach to infrastructure delivery, including avoiding default like-for-like replacement, questioning renewal standards, and ensuring investment decisions are proportionate to risk and need.
- Discussion regarding balancing data-driven decision-making with professional judgement, including concerns that age-based renewal schedules can lead to premature replacement or a risk of not addressing assets that are deteriorating ahead of schedule.
- Members raised the need for further work on coordination of infrastructure works across departments, including aligning renewals of roads, water, footpaths, and associated assets to avoid repeated disruption and works.
- Climate and hazard risk discussion focused on the need for confidence in risk information, including testing and validating assumptions and ensuring transparency in how risk assessments inform investment decisions.
- There was discussion that emissions and whole-of-life costs should be considered as part of investment decisions, rather than being treated as separate or secondary considerations.
- Growth-related discussion reinforced the principle that growth pays for growth.
- Members queried governance oversight of infrastructure design standards, including how and when standards are reviewed, including the difference between national and local standards.
- Workforce capacity was discussed both as a delivery constraint and as a potential opportunity. Members discussed that workforce development, local employment, and training pipelines are matters that require greater visibility in the IS.
- It was noted that the IS, FS and capital prioritisation framework must operate together, with the IS providing direction while detailed prioritisation and trade-offs are resolved through supporting frameworks.

**Information Requested:**

- Request for an opportunity for Members to discuss having a more localised response to dealing with infrastructure/service delivery.
- Providing a diagram on how the IS, FS and Capital Programme fit together.

**3. Items Closed to the Public Ngā Take mō te wāhanga o te hui e rāhui ana ki te hunga tūmatanui**

The session went into public excluded to consider the confidential items advertised at the end of the public agenda.