



**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 12 June 2026
Time: 9 am
Venue: Council Chamber, Environment Canterbury,
200 Tuam Street, Christchurch

4 June 2026

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 – Non Voting Member

James Caygill

Mana Whenua

Dr Te Maire Tau, Tania Wati, and Gail Gordon

Christchurch City Council

Mayor Phil Mauger, Deputy Mayor Victoria Henstock and Councillor Tyla Harrison-Hunt

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

Vince Barry

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.

AGENDA ITEMS HE RĀRANGI TAKE

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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>
Tīhei Mauri Ora	

1. Apologies Ngā Whakapāha

Apologies will be recorded at the meeting.

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. Confirmation of Previous Minutes Te Whakaāe o te hui o mua

That the minutes of the Greater Christchurch Partnership Committee meeting held on [Friday, 6 March 2026](#) be confirmed (refer page 9).



Greater Christchurch Partnership

Te Tira Tū Tahī
One Group, Standing Together

Greater Christchurch Partnership Committee OPEN MINUTES

Date: Friday 6 March 2026
Time: 9.02 am
Venue: Council Chamber, Environment Canterbury,
200 Tuam Street, Christchurch

**Present
Members**

Interim Chairperson James Caygill - Waka Kotahi (New Zealand Transport Agency)
Gail Gordon - Mana Whenua
Mayor Phil Mauger - Christchurch City Council
Deputy Mayor Victoria Henstock - Christchurch City Council
Chair Dr Deon Swiggs - Environment Canterbury
Councillor Joe Davies - Environment Canterbury
Councillor Nettles Lamont - Environment Canterbury
Mayor Lydia Gliddon - Selwyn District Council
Deputy Mayor Big Red Shefford - Selwyn District Council
Councillor Sophie McInnes - Selwyn District Council
Mayor Dan Gordon - Waimakariri District Council
Deputy Mayor Philip Redmond - Waimakariri District Council
Councillor Niki Mealings - Waimakariri District Council

Principal Advisor

John Bartels
Director Greater Christchurch Partnership
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John.Bartels@GreaterChristchurch.org.nz

Meeting Advisor

David Corlett
Democratic Services Advisor
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Website: www.ccc.govt.nz

Karakia mō te Tīmatataka Opening Incantation

Whakataka te hau ki te uru	<i>Cease the winds from the west</i>
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Tihei Mauri Ora	

1. Apologies Ngā Whakapāha

Committee Resolved GCPC/2026/00001

That the apologies from Dr Te Maire Tau, Tania Wati, Tyla Harrison-Hunt, and Dr Anna Stevenson for absence be accepted.

Mayor Lydia Gliddon/Mayor Phil Mauger

Carried

2. Declarations of Interest Ngā Whakapuaki Aronga

There were no declarations of interest recorded.

3. Deputations by Appointment Ngā Huinga Whakaritenga

There were no deputations by appointment.

4. Confirmation of Previous Minutes Te Whakaāe o te hui o mua

Committee Resolved GCPC/2026/00002

That the minutes of the Greater Christchurch Partnership Committee meeting held on Friday, 5 December 2025 be confirmed.

Councillor Sophie McInnes/Gail Gordon

Carried

5. Greater Christchurch Public Transport Improvement Programme Update

Committee Resolved GCPC/2026/00003

Officer Recommendation accepted without change

Part C

That the Greater Christchurch Partnership Committee:

1. **Receives** the update on the delivery of the Greater Christchurch Public Transport improvement programme.

Deputy Mayor Victoria Henstock/Chair Dr Deon Swiggs

Carried

6. Secretariat and Six-Monthly Reporting Update

Committee Resolved GCPC/2026/00004

Officer Recommendation accepted without change

Part C

That the Greater Christchurch Partnership Committee:

1. **Receives and notes** the Greater Christchurch Partnership Secretariat and six-monthly reporting update.
2. **Receives and notes** the Greater Christchurch Spatial Plan Implementation Plan update March 2026 (**Attachment 1**).
3. **Receives and notes** the Priority Areas Programme Tracker update for March 2026 (**Attachment 2**).

Councillor Nettles Lamont/Mayor Dan Gordon

Carried

The Committee adjourned at 10.10am during consideration of Item 7 and resumed at 10.15am.

7. Implementing the Greater Christchurch Partnership Review

Officer Recommendations Ngā Tūtohu

That the Greater Christchurch Partnership Committee:

1. **Notes** that the independent review was conducted by Martin Jenkins in accordance with the approved Terms of Reference and overseen by the Chief Executive Advisory Group.
2. **Notes** that the Chief Executive Advisory Group has overseen the completion of the Independent Review and the implementation of its findings to date and has formed these recommendations to support timely Committee decision making.
3. **Notes** that while members value the Greater Christchurch Partnership, Partner organisations are being required to respond to multiple proposed Government reforms, resulting in an uncertain operating environment that is anticipated to continue beyond the end of 2026.
4. **Notes** that the Committee will revisit the recommendation of the Independent Review in mid-2027, once the operating environment for Partners is more certain.
5. **Endorses** that the Partnership maintain its current form and functions, until the Committee is ready to consider the available options in mid-2027.
6. **Endorses** the focus of the Partnership to be: progressing existing workstreams; supporting regional spatial planning; and advocacy and influencing across these workstreams in the intervening period. These priorities are to be given effect through updates to the Partnership's Joint Work Programme. Noting that this does not require amendment to the Memorandum of Agreement.

Committee Resolved GCPC/2026/00005

That the Greater Christchurch Partnership Committee:

1. Endorses that an organisational transitional plan is prepared by the Chief Executive Advisory Group;
2. Notes that the transitional plan should include:
 - a. Requirements and details for any constitutional or Memorandum of Agreement change;
 - b. Investigate the merits of incorporating the other Canterbury Councils into the new organisational model;
 - c. How partnership with Mana Whenua will be enshrined in the new organisational model;
 - d. Identification of which Crown Agencies should be involved in the future organisational model;
 - e. A report on the available resources (staff time and financial) to support the development of the Regional Spatial Plan.
 - f. how governance and delivery of key metropolitan programmes, including the Greater Christchurch Spatial Plan, Mass Rapid Transit and public transport initiatives, will be maintained and strengthened within the future organisational model.
 - g. An identification of what programmes of work could be paused.
3. Requests that the transitional plan be reported back to the Greater Christchurch Partnership Committee at the next meeting;
4. Notes the time critical nature of the development of the Regional Spatial Plan;

Mayor Lydia Gliddon/Mayor Dan Gordon

Carried

The Committee adjourned at 10.35am at the conclusion of Item 7 and resumed at 10.50am.

8. Joint Housing Action Plan - Determining preferred actions for taking forward in Phase 3 - Progressive Delivery (Workshop)

Committee Comment

1. In introducing this item staff advised that they would no longer be recommending recommendation 2. The updated officer recommendation 1 was approved without change.

Officer Recommendations Ngā Tūtohu

That the Greater Christchurch Partnership Committee:

1. **Receives and notes** the Joint Housing Action Plan (JHAP) Phase 2 workshop presentation (**Attachment 1**) and more detailed Scoping Report (**Attachment 2**).

2. **Notes** the intent is for officers to present a report to the Committee at a meeting in June 2026, seeking endorsement of proposed actions for progressive delivery by Partners in Phase 3 of the Joint Housing Action Plan.

Updated Officer Recommendations Ngā Tūtohu

That the Greater Christchurch Partnership Committee:

1. **Receives and notes** the Joint Housing Action Plan (JHAP) Phase 2 workshop presentation (**Attachment 1**) and more detailed Scoping Report (**Attachment 2**).

Committee Resolved GCPC/2026/00006

Officer Recommendation accepted without change

Part C

That the Greater Christchurch Partnership Committee:

1. **Receives and notes** the Joint Housing Action Plan (JHAP) Phase 2 workshop presentation (**Attachment 1**) and more detailed Scoping Report (**Attachment 2**).

Councillor Joe Davies/Deputy Mayor Victoria Henstock **Carried**

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 blesses

Meeting concluded at 11.16am.

CONFIRMED THIS 12th DAY OF JUNE 2026

5. Greater Christchurch Partnership - Organisational Transitional Plan

Reference Te Tohutoro: 26/712239

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 This Chief Executives Advisory Group (CEAG) sponsored report seeks decisions from the Greater Christchurch Partnership Committee (Committee) on the proposed Organisational Transitional Plan (OTP). The OTP directly responds to the Committee's resolution at its 6 March 2026 meeting, which requested the preparation of an Organisational Transitional Plan. It includes interim organisational arrangements, reprioritisation of the Joint Work Programme, and the process for further consideration of other partnership model options in the future.
- 1.2 The OTP is intended to enable the Partnership to sustain delivery of key metropolitan programmes while addressing constrained partner capacity and supporting the time-critical development of a Regional Spatial Plan (RSP).

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

- 2.1 The Partnership is a joint committee established to provide a collaborative approach to addressing strategic challenges and opportunities for Greater Christchurch.

3. Officer Recommendations Ngā Tūtohu

That the Greater Christchurch Partnership Committee (Committee):

1. **Notes** this report from CEAG responds to March 2026 Committee request for the development of an Organisational Transitional Plan.
2. **Approve** the refocused Joint Work Programme (**Attachment 1**) and direct officers to implement the changes, including:
 - a. Prioritisation of strategic transport and critical metropolitan programmes;
 - b. Pausing some Partnership work with individual partners continuing to progress;
 - c. Adjustments to meeting frequencies and reporting, consistent with resource capacity.
3. **Approve** the Partnership moving to the Focused GCP model as an interim organisational arrangement, to be implemented immediately and reassessed in late 2027, recognising its role in maintaining momentum on priority metropolitan programmes while Partner capacity is redirected to Regional Spatial Planning.
4. **Approves** the Organisational Transitional Plan on a Page (**Attachment 2**), fulfilling the Committee resolution of 6 March 2026.
5. **Notes** that further consideration of the Organisational Transitional Plan, including whether to progress beyond the Focused GCP model, is proposed as part of the September 2026 meeting, pending greater clarity on Parliamentary decisions and relevant Government reforms.

6. **Note** that proposed amendments to the MoA will be presented to the Committee at the September 2026 meeting for endorsement, and that each voting Partner will be required to seek approval through their individual governance processes following Committee endorsement.

4. Context/Background Te Horopaki

Background

- 4.1 On 6 March 2026, the Greater Christchurch Partnership Committee resolved (GCPC/2026/00005) that an Organisational Transitional Plan be prepared by CEAG as part of implementing the Greater Christchurch Partnership Review. The resolutions are:

“That the Greater Christchurch Partnership Committee:

1. *Endorses that an organisational transitional plan is prepared by the Chief Executive Advisory Group;*
2. *Notes that the transitional plan should include:*
 - a. *Requirements and details for any constitutional or Memorandum of Agreement change;*
 - b. *Investigate the merits of incorporating the other Canterbury Councils into the new organisational model;*
 - c. *How partnership with Mana Whenua will be enshrined in the new organisational model;*
 - d. *Identification of which Crown Agencies should be involved in the future organisational model;*
 - e. *A report on the available resources (staff time and financial) to support the development of the Regional Spatial Plan.*
 - f. *how governance and delivery of key metropolitan programmes, including the Greater Christchurch Spatial Plan, Mass Rapid Transit and public transport initiatives, will be maintained and strengthened within the future organisational model.*
 - g. *An identification of what programmes of work could be paused.*
3. *Requests that the transitional plan be reported back to the Greater Christchurch Partnership Committee at the next meeting;*
4. *Notes the time critical nature of the development of the Regional Spatial Plan”.*

- 4.2 Following the Committee meeting the Chief Executive Advisory Group, supported by the Senior Officials Groups, Planning and Transport Managers Group, agreed the approach to developing the Organisational Transitional Plan.

Context

- 4.3 In December 2024, the Committee commissioned the Independent Review of the form, function, and focus of the Greater Christchurch Partnership to ensure it remains fit for purpose.
- 4.4 The Independent Review findings were presented to the Committee in late 2025. The findings provided 18 recommendations across three phases and identified several opportunities to lift clarity of purpose, strategic focus, governance alignment, and value for partners.
- 4.5 The six Phase 1 actions (August–December 2025) have been completed, including orientation of incoming Committee members and presentation of the Greater Christchurch Partnership Review findings in December 2025.
- 4.6 Since the Review was commenced, the Government has announced wide-ranging reforms reshaping local and regional governance, restructuring central government agencies, and significantly affecting mana whenua.

- 4.7 For the Greater Christchurch Partnership, this means anticipating not only structural changes but also shifts in how urban growth, transport integration, climate adaptation, and long-term investment decisions are planned and coordinated.
- 4.8 While members have signalled their commitment to the Greater Christchurch Partnership, Partner organisations are being required to respond to multiple proposed Government reforms, resulting in an uncertain operating environment that is anticipated to continue beyond the end of 2026.
- 4.9 At the March 2026 Committee meeting, the Chief Executive Advisory Group presented their advice on implementing the balance of the review. This included:
- the Partnership maintain its current form and functions by maintaining status quo
 - implementation of further Independent Review recommendations be paused
 - the Committee consider the available options in mid-2027, once the reform landscape is clearer.
- 4.10 These recommendations were superseded by the Committee resolution to develop an Organisational Transitional Plan.
- 4.11 The Greater Christchurch Partnership is functioning in a dynamic operating environment. Partners face finite officer and governance capacity, while simultaneously being required to prepare for fast-tracked Regional Spatial Planning under the new planning system, expected to be delivered within approximately 15 months of the new planning legislation coming into force.
- 4.12 The intention of the OTP aims to refocus the Partnership’s priorities in response to a changing operating environment, ensuring effort and resources are directed to what matters most now and into the near future.

5. Organisational Transitional Plan

Purpose and structure

- 5.1 The Organisational Transitional Plan has been developed as a time-bound, pragmatic response to the current operating environment of the Greater Christchurch Partnership. It recognises that the Partnership is entering a period of heightened pressure, characterised by:
- finite Partner capacity at both officer and governance levels;
 - the need to continue progressing priority metropolitan programmes;
 - uncertainty as national direction, guidance and standards for the new planning system continue to emerge; and
 - compressed timeframes for the development of Regional Spatial Plans once enabling legislation is enacted.
- 5.2 The OTP does not seek to define a permanent future state for the Partnership. Instead, it provides a structured, staged pathway that allows the Partnership to remain effective and cohesive during a period of uncertainty, while retaining flexibility to adapt once the statutory and institutional context becomes clearer.
- 5.3 A key purpose of the OTP is to ensure that the Greater Christchurch Partnership is well positioned to contribute to Regional Spatial Planning without over-extending Partner capacity or compromising existing commitments.

5.4 The Plan:

- prioritises continuity of critical metropolitan programmes that are foundational to Regional Spatial Planning (particularly transport, priority areas, monitoring, and spatial plan implementation);
- clarifies which activities are best undertaken collectively through the Partnership during transition, and which should pause or revert to individual Partner responsibility; and
- allows the Partnership to progressively scale its role as Regional Spatial Planning governance, process agreements and statutory expectations become clearer.

5.5 This approach ensures that the Partnership remains responsive and supportive, while avoiding premature structural change in advance of legislative certainty.

5.6 Importantly, the OTP is deliberately focused on the Partnership arrangements necessary to implement the Committee’s resolution, rather than duplicating or pre-empting decisions that will be made through Regional Spatial Planning governance processes.

5.7 The OTP is structured around the following key components:

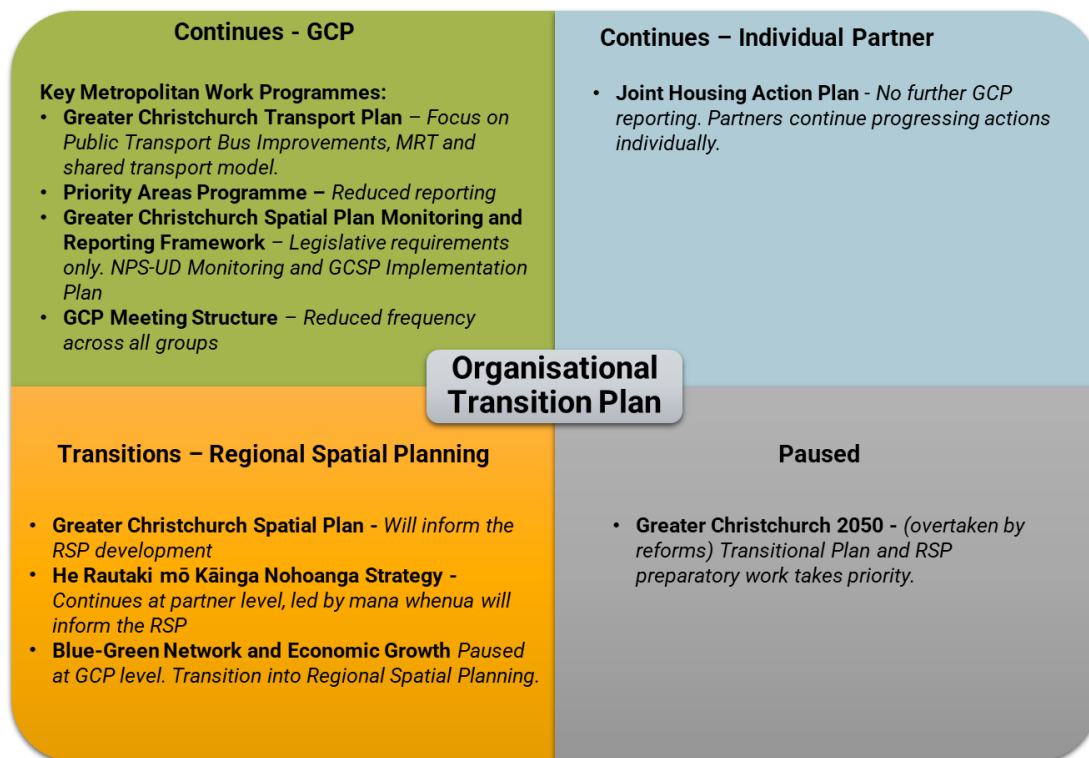
- Purpose, Problem Statement and Outcomes – clarifying why a transition plan is required and what success looks like during and beyond transition.
- Risks and Mitigations – identifying strategic, operational and reputational risks and proposed mitigations.
- Programme Continuity and Delivery – ensuring critical metropolitan programmes are strengthened, not diluted, during transition.
- Programme Pausing and Trade-offs – transparently identifying deferred work and associated risks.
- Model decision pathway– outlining principles, functions, form and operational implications.
- Resources and Capacity – setting realistic expectations about staff time and financial constraints.
- Mana Whenua Partnership – embedding partnership structurally and operationally.
- Governance and Decision-Making – establishing interim arrangements.
- Memorandum of Agreement (MoA) Changes – identifying required amendments, dependencies and sequencing.
- Implementation Roadmap – setting milestones, review points and monitoring arrangements.

Refocused Joint Work Programme – Reprioritisation

5.8 The refocused Joint Work Programme:

- retains high-priority transport and metropolitan functions at GCP level;
- transitions or pauses lower-priority workstreams, which don’t currently warrant a Partnership approach or reporting;
- clarifies which activities continue at individual Partner level; and
- adjusts meeting frequencies to better reflect capacity constraints.

5.9 A visual summary of the refocused Joint work programme is outlined below:



5.10 The proposed refocused Joint Work Programme is included as **Attachment 1**.

5.11 This reprioritisation ensures that delivery is strengthened, not diluted, during transition and as the operating environment continues to shift with the implementation of Government reforms.

Considered approach to Organisational Models

5.12 The rationale for a considered approach across the June and September Committee meetings reflects feedback from Partners that emphasised the importance of:

- avoiding irreversible functional or structural decisions in a dynamic and uncertain context;
- ensuring organisational arrangements are genuinely workable in practice; and
- maintaining trust and alignment across Partners during a period of competing demands.

5.13 In response, the OTP adopts a considered approach to organisational arrangements to make allowance for potential Government announcement or Parliamentary decisions in the intervening period. A copy of the OTP Plan on a Page, which steps out this considered approach visually is included as **Attachment 2**.

Interim Model – Focused GCP

5.14 CEAG has considered options as part of the development of the Organisational Transitional Plan and is providing the Committee with their recommended approach. The approach to development is contained within a slidepack included as **Attachment 3**.

5.15 The OTP recommends the interim model - Focused GCP - as an interim arrangement that can be implemented immediately, while allowing consideration of future model options by the Committee in September 2026.

5.16 Focused GCP (Interim Arrangement):

- refocuses the Partnership on a smaller number of high-value, metropolitan-scale functions;

- reduces the overall demand on Partner officers and governors by simplifying reporting, oversight and meeting frequency; and
- allows capacity to be redirected toward the preparatory and early delivery phases of Regional Spatial Planning.
- can be implemented with minimal change;
- maintains an existing governance platform for priority metropolitan programmes; and
- acts as a stable holding position, ensuring continuity while further work is undertaken.

5.17 This model is not intended to represent the Partnership’s long-term form. It provides certainty, from which other partnership model options can be considered without disrupting delivery of key metropolitan programmes.

Potential Future Models

5.18 Advising on any future models is conditional on matters that are as yet undecided, including proposed Government reforms, national direction, statutory roles, and agreed Regional Spatial Planning governance structures. Sequencing consideration of moving beyond the Focused GCP interim arrangement to follow Parliamentary decision making related to the new planning system and wider Government reform is deliberate.

5.19 This sequencing enables the Partnership to:

- maintain momentum on priority metropolitan programmes now.
- stabilise its operating position to respond to immediate reform pressures.
- return to the Committee in September 2026 with a clearer understanding of the operating environment rather than making recommendations or decisions in uncertainty.

5.20 For these reasons, further consideration of the Organisational Transitional Plan, including whether to progress beyond the Focused GCP model, is proposed as part of the September 2026 meeting, pending greater clarity on Parliamentary decisions and relevant Government reforms.

Memorandum of Agreement Implications

5.21 Initial assessment indicates that:

- The Interim Focused GCP model requires only limited Memorandum of Agreement (MoA) clarification (e.g. Chair role, meeting frequency);
- Future models are likely to require more substantive amendments, and dependent on the approach could include governance, functions and potentially geographic scope; and
- Any MoA changes must be endorsed by the Committee and subsequently approved through each Partner’s individual governance processes. This warrants a consolidated approach by Partners to endorsing and approving amendments to the MoA.

6. Next Steps







6.1 Consistent with the Organisational Transitional Plan on a Page included as **Attachment 2** the proposed next steps are detailed below, reflecting a deliberate and adaptive approach to its implementation:

- 6.1.1 Staff and secretariat to implement the Interim Focused GCP model immediately following a decision at the June Committee meeting, including the change of officer

meetings frequencies and preparing a revised Memorandum of Agreement for the Partnership (MoA) – **June to August 2026**;

- 6.1.2 Committee meets to consider the need for the Partnership to transition beyond the Interim Focused GCP model, endorse the revised Memorandum of Agreement and future review point for Partnership’s operating model – **11 September 2026**;
- 6.1.3 Staff and secretariat implement the September Committee decision, voting Partners secure approval of the revised MoA through their individual governance processes and continue delivery of the Focused GCP model – **September 2026 onwards**
- 6.1.4 Committee meets to reassess and review GCP functions and work programme in light of further clarity and implementation of Government reforms - **Late 2027**.

Attachments Ngā Tāpirihanga

No.	Title	Reference	Page
A  	Proposed Refocused Joint Work Programme for Greater Christchurch Partnership	26/1155110	22
B  	GCP Organisational Transitional Plan on a page	26/1155081	23
C  	CEAG Presentation to Committee - Organisational Transitional Plan Development	26/1155094	24

Detailed Refocused Joint Work Programme

Reassessed priority	Partnership Workstreams	Project lead	GCP Level reporting and oversight
Continues at GCP Level			
High	Greater Christchurch Transport Plan - <i>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.</i>	GCP	GCP oversight retained - Partnership level advocacy and reporting. NZTA/CCC/CRC (MRT/PT) and Individual partners to implement (broader GCTP). Why this matters: core metro functions and inputs for the Spatial Plan. Predominantly reporting while focus is on RSP.
	Mass Rapid Transit – Detailed Business Case	CCC	Existing resource and funding through AP and LTP commitment.
	PT Futures - Implementation of the Investment Programme PT Improvements	CRC/CCC	Existing resource and funding through AP and LTP commitment.
	Greater Christchurch Transport Model – Shared model management, maintenance and upgrades	Model Management Group	Existing resource and funding through AP and LTP commitment.
Medium	Priority Areas (PA) - <i>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.</i>	GCP	GCP oversight retained and transition into RSP process – Reduced partnership level reporting. Individual partners to implement. Quarterly Priority Area Working Group with SOG escalation group. Why this matters: key tool for informing investment sequencing and future PDA work expected to remain a feature in RSP.
Medium	Greater Christchurch Spatial Plan Monitoring and Reporting Framework Annual Report	Secretariat	GCP oversight retained. Focus on Residential and Business Dashboards NPS-UD monitoring - Quarterly Update
	Future Development Strategy Implementation Plan	Secretariat	Paused for 2026. Requires Partner staff to support the development of content.
	Housing and Business Development Capacity Assessment (HBA)	Secretariat	FY25/26 Update and review for September GCPC
		Secretariat	Complete the minimal HBA review. Tier 1 Urban Reporting will likely transition into Regional Spatial Planning. Why this matters: statutory and strategic obligations remain.
Transitions into Regional Spatial Planning			
High	He Rautaki mō Kāinga Nohoanga Strategy - <i>The development of self-governing Kāinga Nohoanga on Māori Reserve land enabling and providing for Kāinga Nohoanga within urban areas.</i>	Mana Whenua	Transitions into Regional Spatial Planning – Continues at partner level, led by mana whenua. Why this matters: ensures continuity of mana whenua priorities.
Low	Blue-Green Network Opportunities - <i>The Secretariat are engaging in the work being led through the Canterbury Climate Partnership Plan. CCPP Action "Collaborate and align with Greater Christchurch Partnership and key stakeholders to deliver a blue-green network (BGN)"</i>	Canterbury Mayoral Forum (CMF)	Paused at GCP level. Transition into Regional Spatial Planning.
Low	Economic Growth	GCP/CMF	Paused at GCP level. Transition into Regional Spatial Planning.
Continue at Individual Partner Level			
Low	Joint Housing Action Plan - <i>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.</i>	Secretariat	No further GCP reporting. Partners continue progressing actions individually.
Paused (overtaken by reforms)			
Low	Greater Christchurch 2050 - <i>Set a vision and strategic plan for Greater Christchurch to achieve intergenerational wellbeing</i>	GCP	Paused (overtaken by reforms) Transitional Plan and Regional Spatial Planning preparatory work takes priority.
GCP Meeting commitment			
GCPC	Quarterly	GCP	Transition to 6 monthly meetings.
CEAG	Quarterly	GCP	Aligned to GCPC frequency. Transition the frequency of these to 6 monthly meetings.
Senior Officials Group	Monthly Meeting	GCP	Transition the frequency of these to bi-monthly.
Priority Area Programme	Monthly Meeting	GCP	Transition the frequency of these to quarterly.
Transport Managers	Monthly Meeting	GCP	Stay monthly.
Planning Managers	Monthly Meeting	GCP	Stay monthly.

Organisational Transitional Plan - Implementation Roadmap

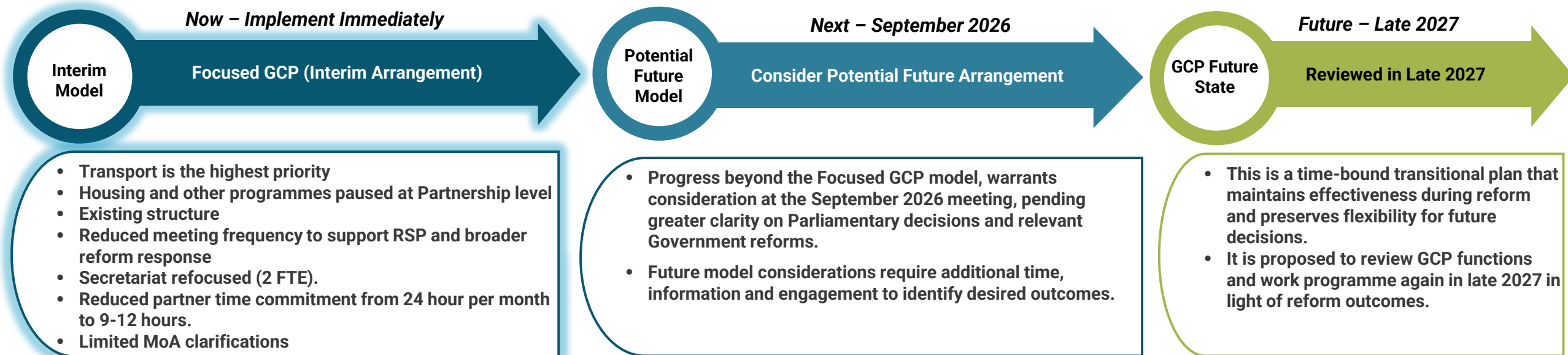
Problem Statement: The Partnership needs an organisational transitional plan to manage constrained partner capacity while maintaining momentum on key metropolitan programmes and responding to fast-moving and significant Government reforms in a coordinated, partnership-orientated way.

Refocusing the Partnership's priorities: The operating context for all Partners has shifted, and the GCP needs to adjust its focus accordingly.

Laying the groundwork in readiness for the new planning system: The Committee has asked CEAG to develop an organisational transitional plan. This plan is designed to support parallel efforts by Partners in progressing regional spatial planning under the Planning Bill.

The GCP is proactively preparing for change through reforms: CEAG has devised scalable models that fulfill to the Committee's resolution and provide flexibility for the Partnership as the landscape of Government reforms becomes clearer.

Principles to support Committee consideration: Flexibility Effectiveness Efficiency Readiness Integration Collaboration Mana Whenua Partnership



Interim Model – Focused GCP provides stability, focus, and flexibility while reforms are underway.

Risks	Opportunities	Key considerations	Challenges	Implementation approach
Interim arrangements may extend if reform timeframes shift or remain uncertain. Fixed Secretariat capacity (2 FTE) may constrain ability to be responsive to emerging issues. Risk that “pause” is interpreted as deprioritisation rather than temporary focus.	Strengthens GCP role on advocacy for key metropolitan programmes. Model 1 enables a disciplined focus on transport and advocacy, reduces partner resourcing pressure, and provides a stable platform to influence Regional Spatial Planning and wider reforms as it emerges.		The Committee will need to manage partner and stakeholder expectations, sustain partner engagement and alignment with fewer meetings, and ensure readiness to scale up if an expanded role is later endorsed.	Focused GCP Model can be implemented immediately using the existing GCP structure, with refocused Secretariat activity (2 FTE), reduced meeting frequency, limited MoA clarifications and defined decision and review points (mid-2026 and late 2027).





**Greater Christchurch
Partnership**
Te Tira Tū Tahī
One Group, Standing Together

Organisational Transitional Plan

Greater Christchurch Partnership Committee
12 June 2026

Committee Resolution – Implementing the GCP Review

Committee Resolved GCPC/2026/00005

That the Greater Christchurch Partnership Committee:

1. Endorses that an organisational transitional plan is prepared by the Chief Executive Advisory Group;
2. Notes that the transitional plan should include:
 - a. Requirements and details for any constitutional or Memorandum of Agreement change;
 - b. Investigate the merits of incorporating the other Canterbury Councils into the new organisational model;
 - c. How partnership with Mana Whenua will be enshrined in the new organisational model;
 - d. Identification of which Crown Agencies should be involved in the future organisational model;
 - e. A report on the available resources (staff time and financial) to support the development of the Regional Spatial Plan.
 - f. how governance and delivery of key metropolitan programmes, including the Greater Christchurch Spatial Plan, Mass Rapid Transit and public transport initiatives, will be maintained and strengthened within the future organisational model.
 - g. An identification of what programmes of work could be paused.
3. Requests that the transitional plan be reported back to the Greater Christchurch Partnership Committee at the next meeting;
4. Notes the time critical nature of the development of the Regional Spatial Plan;

Mayor Lydia Gliddon/Mayor Dan Gordon

Carried

Problem Statement

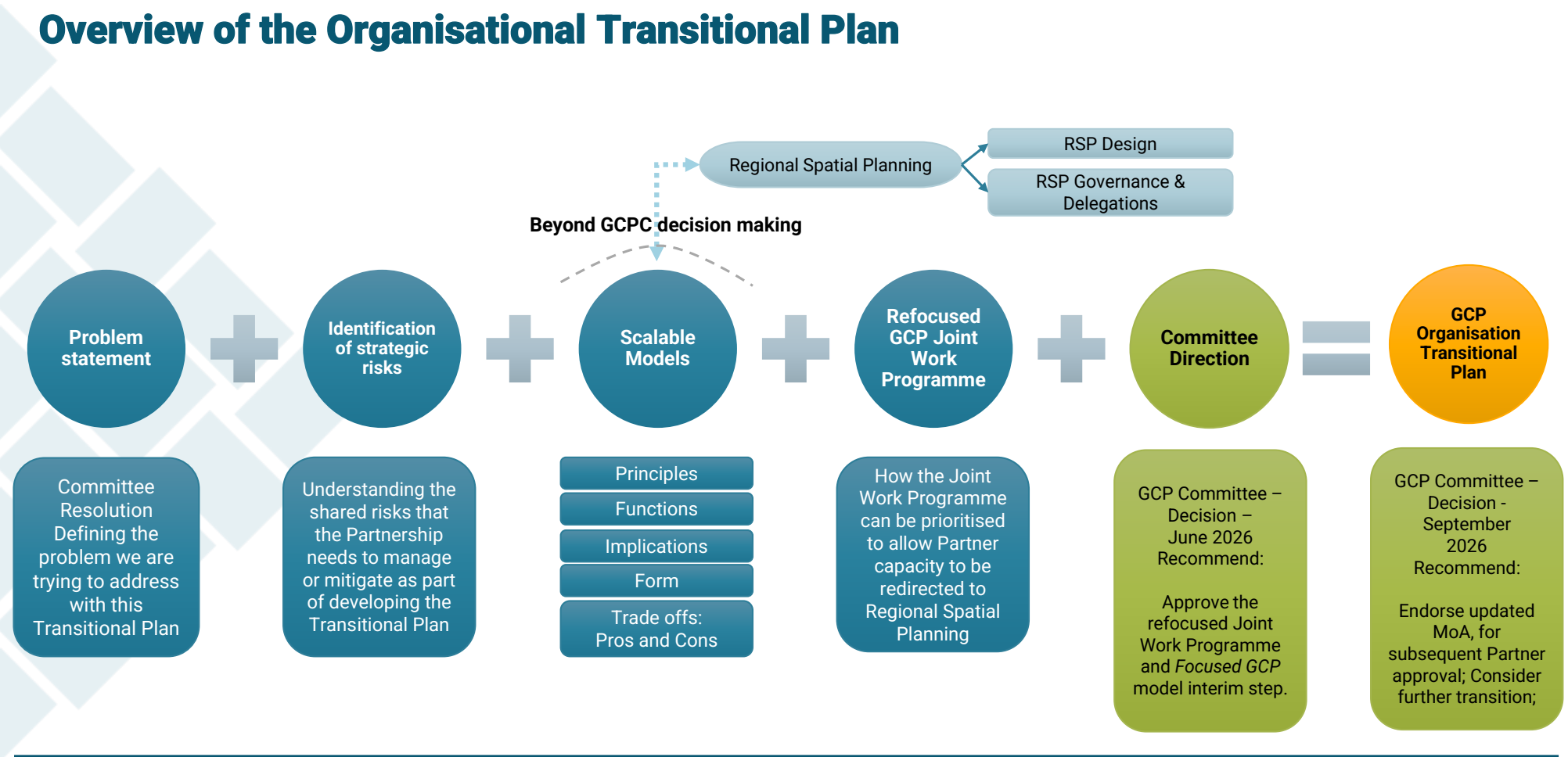
The Partnership needs an Organisational Transitional Plan to manage constrained partner capacity while maintaining momentum on key metropolitan programmes and responding to fast-moving and significant Government reforms in a coordinated, partnership-focused way.

- ❖ **Finite resource capacity:** Partner organisations have finite resources and capacity at both officer and governor levels.
- ❖ **Desire to maintain momentum on key metropolitan programmes:** Partners recognise that there are important metropolitan programmes underway that all Partners want to see progressed toward delivery.
- ❖ **Responsiveness to Government reforms in an uncertain context:** New Planning and Natural Environment Bills require fast transition to the new system with Government expectations for coordinated work at a regional scale. While Bills are progressing, guidance to allow the consistent interpretation and implementation has yet to be released making it difficult for Partners to prepare or plan too far in advance.
- ❖ **Compounding effects:** The interplay between other Government reforms and proposals have a compounding impact on Partners preparation for transitioning to the new planning system and its expectations.

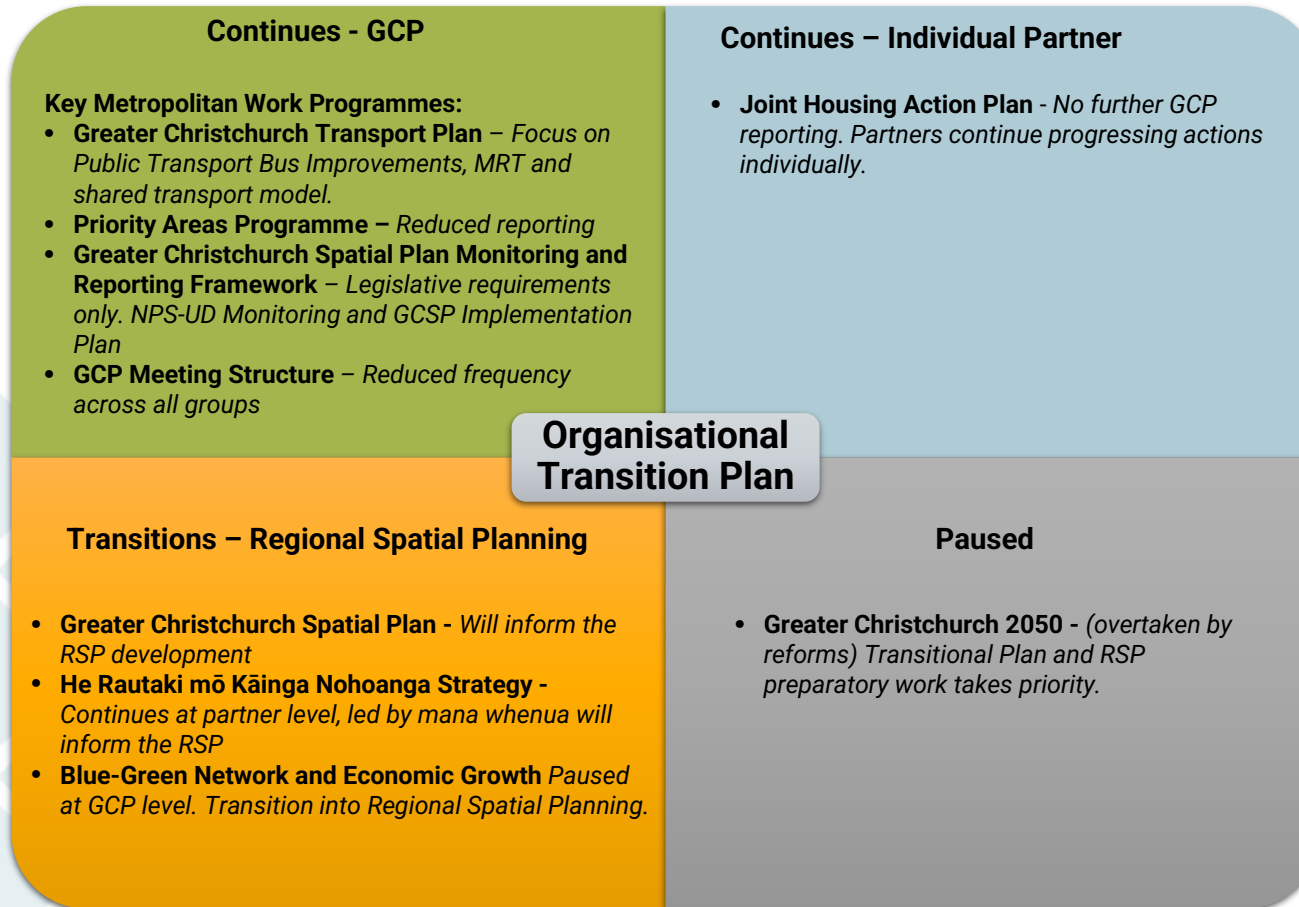
Purpose

- ❖ The Organisational Transitional Plan aims to refocus the Partnership's priorities in response to a changing operating context, ensuring effort and resources are directed to what matters most now and into the future.
- ❖ The Plan has been developed as a time-bound, pragmatic response to the current operating environment of the Greater Christchurch Partnership.
- ❖ The plan builds in flexibility for the Partnership and does not seek to define a permanent future state.

Overview of the Organisational Transitional Plan



Refocused Joint Work Programme



Change to meeting frequency

Meeting	Current	New	Note
GCPC	Quarterly	6 Monthly	Implement following September 2026 GCPC. <i>March 2027/September 2027.</i>
CEAG	Quarterly	6 Monthly	<i>Aligned to GCPC cycle above.</i>
Senior Officials Group	Monthly	Bi-monthly	<i>Aligned to GCPC reporting sequence. (Quarterly Priority Area Programme focus aligned to 6 monthly committee reporting)</i>
Priority Area Working Group	Monthly	Quarterly	<i>Aligned to SOG quarterly focus and GCPC 6 monthly reporting.</i>
Transport Managers	Monthly	Monthly	Transport is a key focus so should continue with no change.
Planning Managers	Monthly	Monthly	Assess need with option to cancel if there is no business.

Strategic Risks

Risk

Organisational models are not feasible

OTP misaligned with partner governors expectations

RSP development impacts GCP's ability to deliver

Relationships between partners weakens

Reputational Risk with Central Government and Crown Agencies

Tight Timeframes

Mitigation

- Test options with CEAG & SOG early before drafting.
- Provide a "minimum viable model" and scalable enhancements.
- Ensure options clearly explain implementation requirements and risks.

- Establish shared prioritisation criteria and decision principles.
- Use CEAG as the unified mechanism for decisions and communications.
- Provide transparent rationale in the Transitional Plan.

- Reprioritise the GCP work programme to reflect RSP demands.
- Provide a clear "continuity plan" how existing workstreams will be maintained or paused.
- Maintain active coordination with Crown agencies and CMF.
- Stage deliverables so critical components are protected despite capacity constraints.

- Use consistent communication channels (CEAG/SOG/ Secretariat updates).
- Provide clear expectations on roles and responsibilities.

- Transparent rationale for staging decisions, prioritisation, and delivery during reform.
- Maintain active engagement with Crown agencies.
- Communicate nature of paused workstreams to avoid perceptions.
- Strengthen the advocacy role on priority metropolitan programmes.

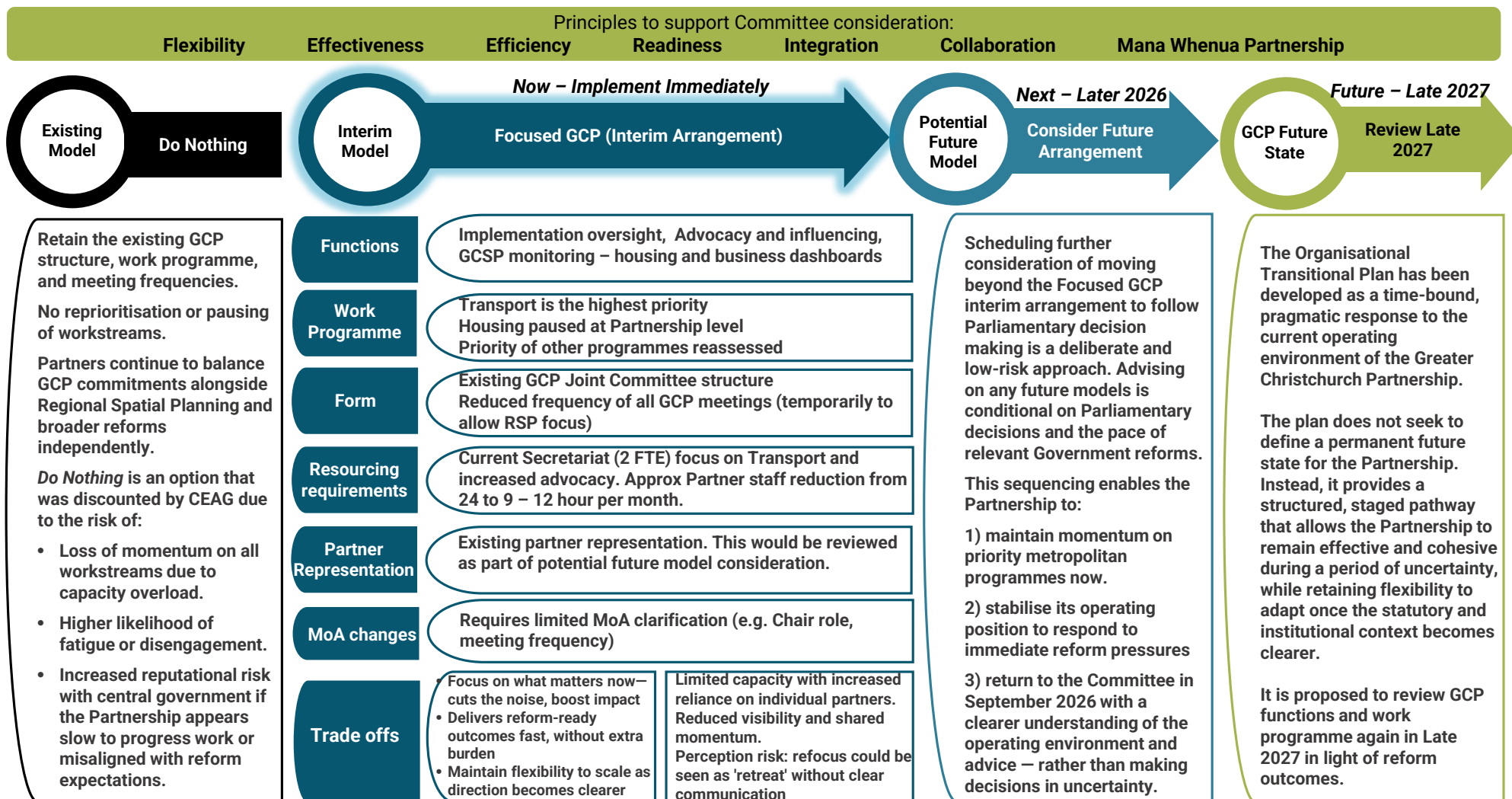
- Use a staged plan—deliver immediate recommendations with follow-up workstreams.
- Apply structured review points.
- Clear scope to GCPC resolution requirements only.

Proposed principles to support Committee consideration

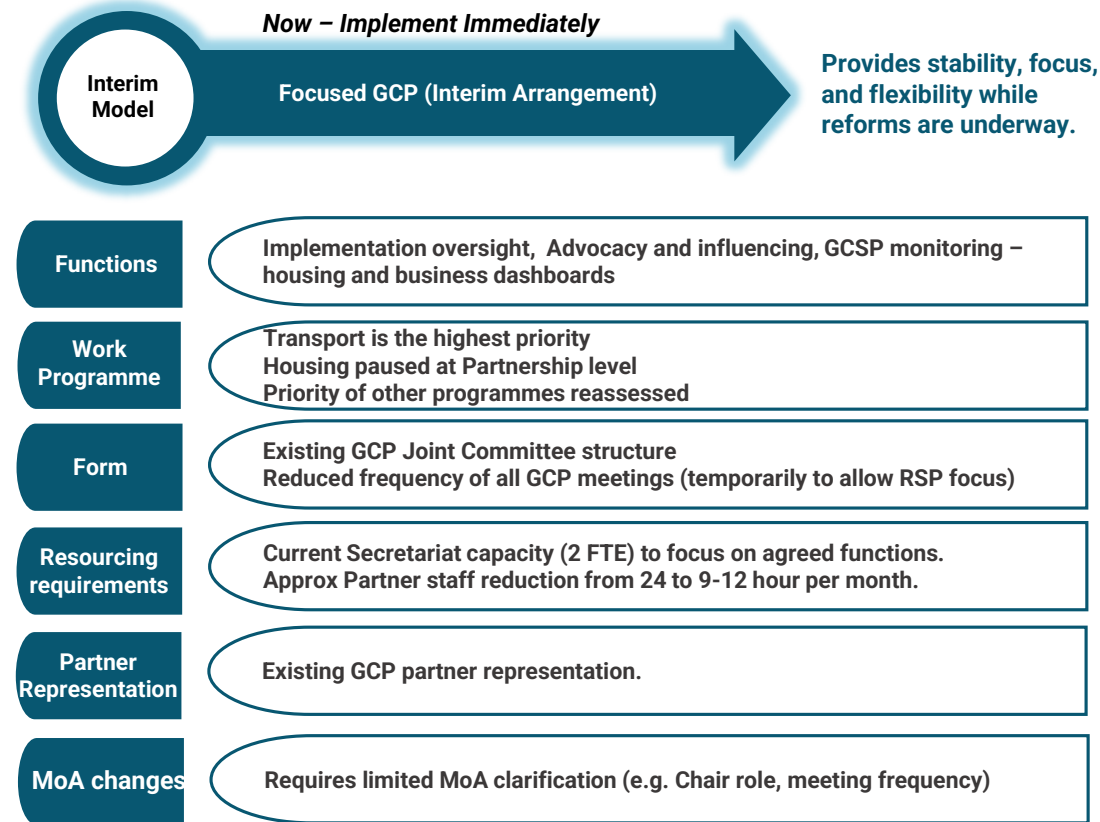
Flexibility Effectiveness Efficiency Readiness Integration Collaboration Mana Whenua Partnership

1. **Flexibility** – Enables timely decision-making and supports scalable changes to the operating model of the Partnership in response to an evolving context.
2. **Effectiveness** – Supports delivery of the Partnership’s metropolitan programmes, urban growth outcomes, and core functions.
3. **Efficiency** – Minimises duplication with partner organisations and enables effective use of limited partner resources.
4. **Readiness for the new planning system** – Positions the Partnership to transition to, and align with, anticipated statutory roles and regulatory requirements under the replacement resource management system.
5. **Integration** – Aligns with and complements related work undertaken by partner organisations through other forums.
6. **Collaboration** – Strengthens partnership working between local government, central government agencies, and mana whenua at both officer and governance levels.
7. **Mana Whenua partnership** – Enables meaningful partnership with Rūnanga in transitional planning and ongoing governance.

Organisational Transitional Plan – Staged Pathway



Focused GCP Model (Interim Arrangement)



Key considerations

Risks

- Interim arrangements may extend if reform timeframes shift/remain uncertain
- Limited Secretariat capacity (2 FTE) to respond to emerging issues
- Risk that “pause” is seen as deprioritisation rather than temporary focus

Opportunities

- Focused GCP enables a focus on transport and advocacy, reduces partner resourcing pressure, and provides a stable platform to influence Regional Spatial Planning as it emerges.
- Strengthen role on advocacy for GCP on key metropolitan programmes

Challenges

The Committee will need to manage partner and stakeholder expectations, sustain Partner engagement with fewer formal meetings, and ensure readiness to scale up if an expanded role is later endorsed.

Implementation approach - Focused GCP can be implemented immediately using the existing GCP structure, with refocused Secretariat activity (2 FTE), reduced meeting frequency, limited MoA amendment, and defined decision and review points (mid-2026 and Late 2027).

Principles to support Committee consideration:

Flexibility Effectiveness Efficiency Readiness Integration Collaboration Mana Whenua Partnership

Focused GCP - Benefits and Trade Offs

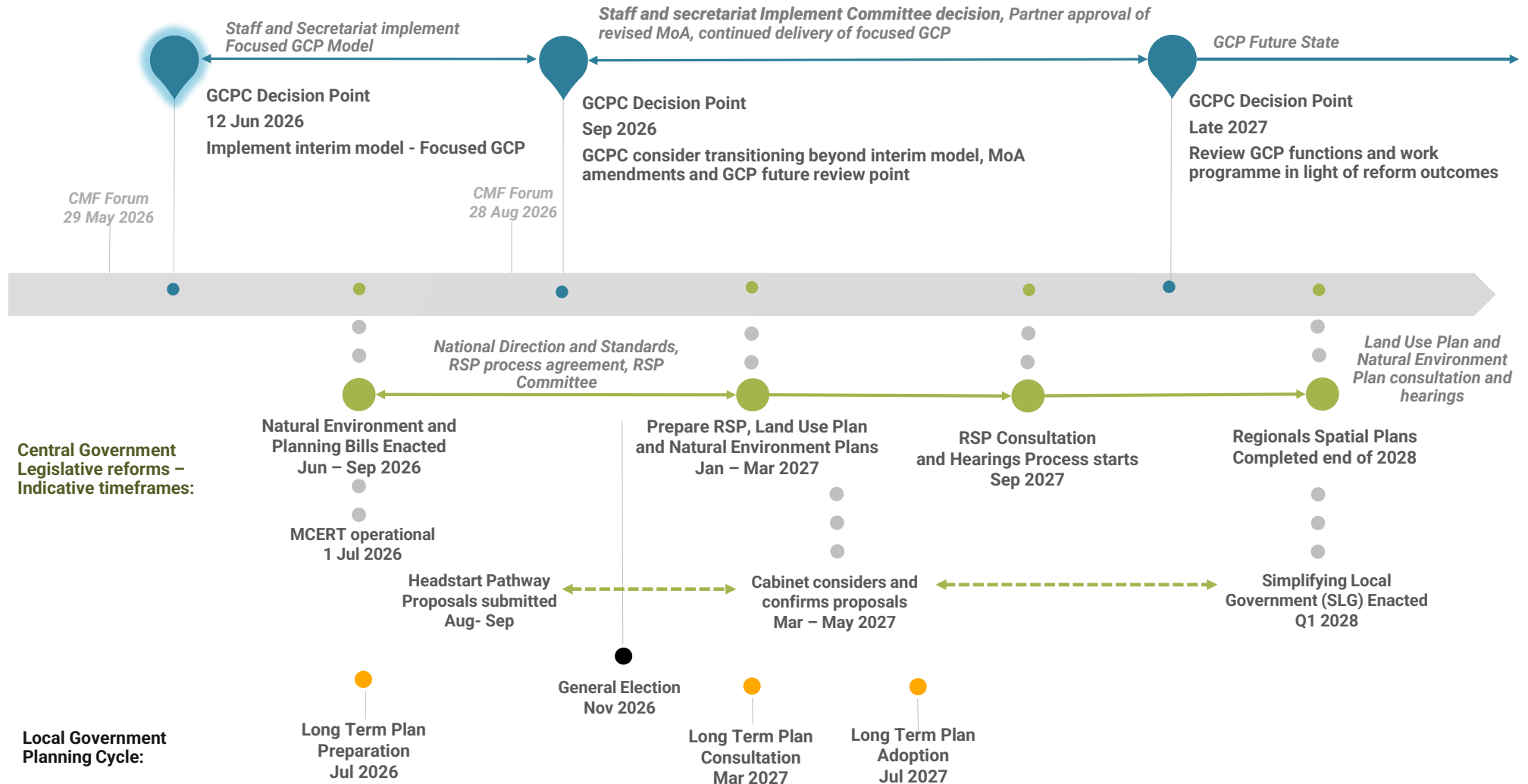
Benefits

- **Frees up partner officer and governance capacity** at a critical time by pausing lower-priority workstreams.
- **Supports partners to meet statutory reform** obligations without duplicating effort.
- **Prioritisation and increase advocacy** on transport, and metropolitan oversight.
- Reinforces **GCP's value** as a strategic coordination forum.
- Uses existing governance structures with **minimal MoA changes**.
- Can be **implemented immediately**.
- **Flexibility preserved**
- Maintains the Partnership's ability to scale up later if reform direction, guidance, or capacity becomes clearer.
- Keeps **future options** open without pre-empting the shape of the new planning system.

Trade offs

- **No defined workstream** for inputting GCSP evidence and Huihui mai. engagement into RSP development.
- Central government or stakeholders perceive GCP as 'retreating' rather than refocusing could result in **reputational risk**.
- Fewer meetings lead to **reduced partner cohesion**.
- **Restricted Secretariat capacity** (2 FTE) if unforeseen demands arise.
- **Reduced breadth** of Partnership activity.
- Pausing workstreams risks **loss of momentum**.
- **Reduced visibility** of some priorities at the Partnership level.
- **Requires ongoing and consistent communications** to avoid misunderstandings with Partners.
- Progress in paused areas becomes **more dependent on individual councils** and agencies, increasing variability and coordination risk.

Organisational Transitional Plan Timeframes



Key messages

The three key messages to communicate about this task are:

1. **Refocusing the Partnership's priorities:** The operating context for all Partners has shifted, and the GCP needs to adjust its focus accordingly.
2. **Laying the groundwork in readiness for the new planning system:** The Committee has asked CEAG to develop an organisational transitional plan. This plan is designed to support parallel efforts by Partners in progressing regional spatial planning under the Planning Bill.
3. **The GCP is proactively preparing for change through reforms:** CEAG has devised a scalable model that fulfil the Committee's resolution and provide flexibility for the Partnership as the landscape of Government reforms becomes clearer.

Committee Decision - Recommendations

That the Greater Christchurch Partnership Committee:

1. **Notes** this report from CEAG responds to March 2026 committee request for the development of an Organisational Transitional Plan.
2. **Approve** the refocused Joint Work Programme (**Attachment 1**) and direct officers to implement the changes, including:
 - a) Prioritisation of strategic transport and critical metropolitan programmes;
 - b) Pausing some Partnership work with individual partners continuing to progress;
 - c) Adjustments to meeting frequencies and reporting, consistent with resource capacity.
3. **Approve** the Partnership moving to the Focused GCP model as an interim organisational arrangement, to be implemented immediately and reassessed in late 2027, recognising its role in maintaining momentum on priority metropolitan programmes while Partner capacity is redirected to Regional Spatial Planning.
4. **Approves** the Organisational Transitional Plan on a Page (**Attachment 2**), fulfilling the Committee resolution of 6 March 2026.
5. **Notes** that further consideration of the Organisational Transitional Plan, including whether to progress beyond the Focused GCP model, is proposed as part of the September 2026 meeting, pending greater clarity on Parliamentary decisions and relevant Government reforms.
6. **Note** that proposed amendments to the MoA will be presented to the Committee at the September 2026 meeting for endorsement, and that each voting Partner will be required to seek approval through their individual governance processes following Committee endorsement.

6. Secretariat Update and Interim Chair

Reference Te Tohutoro: 26/746689

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) on the key activities undertaken by the Secretariat and proposed FY2026/27 budget aligned to the implementation of the Greater Christchurch Partnership (Partnership) joint work programme.
- 1.2 Aligned to the implementation of the Partnership's joint work programme, this report seeks a procedural decision on the Interim Chair of the Greater Christchurch Partnership for both the Committee and Chief Executive Advisory Group.

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 update.
2. **Approves** the continuation of the current interim chairing arrangement for both the Greater Christchurch Partnership Committee and the Chief Executive Advisory Group.
3. **Confirms** the appointment of *James Caygill* as Interim Chair through to the March 2027 Committee meeting, at which time the suitability of this interim chairing arrangement will be reassessed; and
4. **Notes** that this arrangement will provide stability during the implementation of the Organisational Transitional Plan and allow flexibility to align chairing and governance arrangements with any future decisions on the functions and form of the Greater Christchurch Partnership.
5. **Notes** a reduction to both the FY2026/27 GCP operating and programme delivery budget, resulting in a total saving to the Partnership for the financial year of \$492,500.

4. Context/Background Te Horopaki

Huihui Mai engagement internationally recognised

- 4.1 The Huihui mai engagement developed in early 2023 sought to elicit extensive community feedback on the draft Greater Christchurch Spatial Plan. Over 7,000 people engaged during the development of the plan through the Huihui Mai and 35% of respondents were under 35.
- 4.2 Having previously been awarded Gold in the community relations and engagement category in the Public Relations Institute of New Zealand (PRINZ) awards in May 2024. The success of

this engagement continues to be celebrated and has just won a coveted 2026 The International Association of Business Communicators Gold Quill Excellence Award for its community engagement campaign.

Joint Housing Action Plan Update

- 4.3 During the March meeting, the Committee received the [Phase 2 Scoping Report](#) outlining the outcomes of the scoping work undertaken for the Phase 2 housing actions.
- 4.4 The purpose of the session was not to make decisions, but to advise of:
 - 4.4.1 which actions have sufficient partner support to move forward,
 - 4.4.2 which actions may require further work or alignment with national reforms, and
 - 4.4.3 where responsibilities for delivery are best led collectively or by individual partners.
- 4.5 The next stage of the Joint Housing Action Plan involves individual partners reviewing the Phase 2 scoping outcomes and progressing agreed actions within their respective mandates and work programmes.
- 4.6 Individual Partners will determine priorities, delivery pathways, and resourcing requirements, with the work completed through the Partnership on Phases 1 and 2 of the Joint Housing Action Plan.
- 4.7 The Housing Working Group has been updated on the outcomes from the last Committee meeting and has now been disbanded. This update has been reflected on the GCP website: [Joint Housing Action Plan : Greater Christchurch](#)

Targeted update to the Housing Needs Assessment

- 4.8 The Greater Christchurch Partnership (GCP) has completed a [targeted update to the Housing Needs Assessment \(HNA\)](#) to ensure the future development of an updated Housing and Business Capacity Assessment (HBA) for Greater Christchurch is informed by the most up to date data and market conditions and support Partner decision-making under the Joint Housing Action Plan (JHAP).
- 4.9 The original HNA was completed in 2021. Since then, population growth, housing market conditions, government policy, and affordability pressures have changed. This update provides a timely refresh of key findings, with a focus on demographic trends, housing stress, and future social and affordable housing needs across the housing continuum.
- 4.10 More information about the targeted HNA can be found here [Greater Christchurch monitoring and reporting : Greater Christchurch](#)

Urban Growth Partnership Leads Annual Meeting

- 4.11 John Bartels as the Director of the Greater Christchurch Partnership attended the annual meeting of Urban Growth Partnership Leads held in Wellington on 26 March.
- 4.12 The purpose of the meeting was to enable cross-agency information sharing and discussion on key planning and housing issues. It focused on sharing insights from submissions on Resource Management (RM) reform, updates on Regional Spatial Plan (RSP) preparation and relevant research underway, particularly Kāinga Ora–commissioned work on spatial planning, climate change adaptation, and the impacts of major transport investments on urban form.
- 4.13 The meeting also provided a forum to test ideas on climate change and transport related housing impacts, and to share updates on fast-track consenting implementation and City and Regional Deals.

- 4.14 The insights from this meeting have assisted the work of the Secretariat, particularly in supporting the Chief Executive Advisory Group in its report back to the Committee on the Organisational Transitional Plan.

Greater Christchurch Partnership Committee and Chief Executive Advisory Group Chair

- 4.15 The current Memorandum of Agreement for the Partnership (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”
- 4.16 The Independent Chair stepped down from the role effective as of 31 December 2024.
- 4.17 At that time, it was recommended that an Interim Chair be appointed until the Greater Christchurch Partnership (GCP) Independent Review was completed and the Committee had considered its recommendations.
- 4.18 Following the local body elections and changes to Partner representatives, the incoming Greater Christchurch Partnership Committee at its December 2025 meeting endorsed an 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.
- 4.19 On the basis of the above, James Caygill was elected to the role of Interim Chair by the Committee until June 2026.
- 4.20 At the March 2026 meeting, the Greater Christchurch Partnership Committee resolved (GCPC/2026/00005) that an Organisational Transitional Plan be prepared by the Chief Executives Advisory Group (CEAG) as part of implementing the Greater Christchurch Partnership Review.
- 4.21 To support this work, there is a need to confirm chairing arrangements for both the Greater Christchurch Partnership Committee and the Chief Executive Advisory Group to ensure consistency, continuity, and stability during this transitional period.
- 4.22 The CEAG has supported the continuation of the current interim chairing arrangement, with this reassessed in the first quarter of 2027. This approach provides:
- Stability while retaining flexibility to adjust governance arrangements once there is greater clarity on the future operating model and governance framework; and
 - Consistency during the development and implementation of the Organisational Transitional Plan and through a period of significant government reform.
- 4.23 The Interim Chair has confirmed willingness to continue in the role on this basis.
- 4.24 The Committee is asked to approve the continuation of the current interim chairing arrangement and confirm the appointment of James Caygill as Interim Chair for both the Committee and the CEAG, until it is reassessed by the Committee at its March 2027 meeting.

GCP Budget Update

- 4.25 Secretariat operational costs have been closely monitored and remain well within budget for the current FY2025/26. Only the operational budget has been invoiced to Partners for the first three quarters of the current financial year (June 2025–March 2026).
- 4.26 Forecasts indicate the Secretariat will remain comfortably within the approved FY2025/26 budget. Year-to-date expenditure of approximately \$469,747 represents less than 59% of the annual operating budget. While expenditure has increased in Q2–Q3, the anticipated

expenditure for Q4 show no material risk of overspend and no anticipated need for supplementary funding.

- 4.27 Staff costs remain underspent relative to budget due to a continued vacancy for one FTE during the current financial year. This underspend has partially offset higher-than-anticipated costs in the Advice & Communications category, driven by the engagement of an external project lead to support the secretariat to coordinate completion of Phase 2 actions of the Joint Housing Action Plan (JHAP).
- 4.28 The engagement of a fixed-term project lead was a deliberate decision to ensure momentum and effective cross-agency coordination while the permanent staffing position remained vacant. Overall, these variances are considered managed, intentional, and consistent with delivery priorities for the year.
- 4.29 The CEAG approved carrying forward a modest \$40,000 buffer from FY2024/25. The carry-forward provided flexibility to accommodate outcomes of the current Review while reducing the likelihood of out-of-cycle funding requests during the financial year, especially given the reduced operational budget for FY2025/26. The carry-forward remains unspent.
- 4.30 A summary of the FY2025/26 and proposed FY2026/27 Secretariat operating budget is provided in Table 1.

Table 1 – FY2025/26 and proposed FY2026/27 Secretariat Operating Budget

Operating Costs	Approved Budget FY2025/26	Budget FY2026/27	Proposed Refocused Budget FY2026/27
-Staff costs	501,000	487,000	332,000
-Mana whenua advisory and Independent Chair	110,000	113,000	80,000
- Advice & Communications	51,000	69,000	40,000
-Administration (<i>printing, catering, adhoc</i>)	20,000	17,000	10,000
-CCC Overhead (<i>accommodation, IT, support</i>)	112,500	115,500	77,000
FY Opex total	794,500	801,500	539,000
Approved FY2024/25 carry-over	+40,000	n/a	n/a

- 4.31 The Programme Delivery budget is held by Environment Canterbury on behalf of the Partnership. The programme delivery funding balance for the 2025/26 financial year is set out in Table 2.

Table 2 – Programme Delivery budget Balances

Programme Delivery Balances as at 22/04/2026	Programme Delivery	500,478
Annual Programme Delivery funding contribution	Project Delivery	150,000
	Engagement & Consultation	80,000

- 4.32 During Long Term Plan development, CEAG supported allocating annual funding for Programme Delivery and Engagement/Consultation (Table 2) to reduce the need for out-of-cycle funding requests. As in recent years, these funds have not been drawn upon, with work largely delivered through the Secretariat’s operational budget and in-kind staff time

from Partners. For this reason the annual \$230,000 Programme Delivery funding contribution has not had to be requested from Partners for the FY2025/26.

- 4.33 CEAG agreed that the current balance of the Programme Delivery budget will be carried forward to FY2026/27, with a number of potential projects being considered for allocating part of this funding. These align to the refocused joint work programme and offer efficiencies. Weight is also being given to Partnership work that could help inform the Regional Spatial Plan. A decision on how the balance will be used and the identification of potential savings for Partners will be considered at the August CEAG meeting, when more detailed information will be provided to support informed decision-making.
- 4.34 As outlined in Table 1 above, the proposed FY2026/27 operating budget is \$539,000, a reduction of approximately \$262,500. This reflects:
- A narrowed and prioritised joint work programme
 - Reduced Secretariat resourcing (2 FTE)
 - Lower operating costs and simplified governance arrangements
 - A recognition of the constrained fiscal environment all Partners are working within
- 4.35 The recommendation to CEAG not to call on Partner contributions to the GCP programme delivery budget in FY2026/27, has resulted in an additional saving of approximately \$230,000.
- 4.36 The Chief Executive Advisory Group supported the proposed approach to both the operating and programme delivery budgets. This results in a total saving to the Partnership of \$492,500 in FY2026/27.
- 4.37 A summary of the partners' annual funding contribution breakdown is provided in Table 3 below, along with the savings for each partner in FY2026/27.
- 4.38 **Table 3 – Partner funding contribution breakdown for FY2026/27**

Partner Costs	Funding %	Opex FY2026/27 Commitment	Opex Savings FY2026/27	Programme Delivery Savings FY2026/27	Total Partner savings FY2026/27
Canterbury Regional Council	37.5	202,125	98,438	86,250	184,688
Christchurch City Council	37.5	202,125	98,438	86,250	184,688
Waimakariri District Council	12.5	67,375	32,813	28,750	61,563
Selwyn District Council	12.5	67,375	32,813	28,750	61,563
Total	100%	539,000	262,500	230,000	492,500

- 4.39 The budget update above reflects a reduction in the GCP budget for the 2026/27 financial year only. Savings of this scale are not expected to be achievable in subsequent years. Funding contributions in future years, particularly for the Programme Delivery budget, will be further assessed by the Secretariat with input from officers, for CEAG to consider at its August meeting to support council Partners in preparing Long Term Plans (LTPs).

Attachments Ngā Tāpirihanga

There are no attachments to this report.

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