

# Terms of Reference – Greater Christchurch Partnership Review

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| <b>1. Background – Greater Christchurch Partnership</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| <p>Vision: One Group, Standing Together for Greater Christchurch</p> <p>Purpose: To take a collaborative approach to address strategic challenges and opportunities for Greater Christchurch. The Partnership is built on a strong foundation of mutual respect and trust, transparency, and a strong commitment to achieving best for community, now and into the future.</p> <p>Since 2004 the Greater Christchurch Partnership has been a voluntary coalition of local government, mana whenua and government agencies that has successfully worked collaboratively to address strategic challenges and opportunities for Greater Christchurch. Members are:</p> <ul style="list-style-type: none"><li>• Environment Canterbury</li><li>• Mana whenua</li><li>• Christchurch City Council</li><li>• Selwyn District Council</li><li>• Waimakariri District Council</li><li>• Te Whatu Ora - Waitaha</li><li>• Waka Kotahi NZ Transport Agency (<i>Non-voting member</i>)</li></ul> <p>The Partnership has effectively been in place for 20 years. There have been significant changes over that period and with the endorsement and adoption of the Greater Christchurch Spatial Plan the Committee has agreed that it is timely and healthy to review the Partnership to see if it is set up to succeed into the future.</p> |
| <b>2. Purpose of the Review</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| <ol style="list-style-type: none"><li>Assess the effectiveness of the Greater Christchurch Partnership in achieving its purpose, role and functions.</li><li>Evaluate the efficiency of the partnership's operations and decision-making processes.</li><li>Identify areas for improvement and provide recommendations for enhancing the partnership's performance including alternate organisational models, if appropriate.</li></ol>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| <b>3. Scope of the Review</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| <ol style="list-style-type: none"><li>Analyse the alignment, outcomes and impacts of key focus areas and work programme initiatives undertaken over the past three years.</li><li>Identify the best model(s) to advance Greater Christchurch's strategic priorities with government, iwi, Canterbury local authorities and the community.</li><li>Consider whether the GCP's governance, operational arrangements and funding are fit for purpose, and if not recommend suitable alternatives.</li><li>Consider if the role of Independent Chair is still required, and if not recommend a suitable alternative.</li><li>Assess the effectiveness of collaboration and communication among partner organisations.</li></ol>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |

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| 4. Methodology                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| <ul style="list-style-type: none"> <li>a. Conduct interviews<sup>1</sup> with each of the member organisations (governance committee members, chief executive and senior officer levels, mana whenua advisor) the former Independent Chair, Secretariat Director and staff and observer organisations (ie government agencies).</li> <li>b. Review strategic plans, agendas/minutes and the joint work programme in the context of the Memorandum of Agreement.</li> <li>c. Analyze quantitative and qualitative data to assess the partnership's effectiveness against its stated purpose, role and functions.</li> <li>d. Consider comparison with other similar joint committees, mayoral forums and best practice examples from within New Zealand and if appropriate internationally.</li> </ul>                                                                                                                                                                                                                                                                                              |
| 5. Key Questions                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| <ul style="list-style-type: none"> <li>a. What have been the key outcomes achieved for mana whenua by the partnership?</li> <li>b. What improvements can be made to the partnerships governance and operational structures that would enable greater outcomes for mana whenua?</li> <li>c. What can the partnership do to reflect the appropriate resourcing and mandate that is required for genuine Te Tiriti Partnership, in the most effective, efficient way?</li> <li>d. How effectively has the partnership achieved its strategic goals?</li> <li>e. What should the partnerships focus areas be going forward?</li> <li>f. What are the strengths and weaknesses of the partnership's governance and operational structures?</li> <li>g. How well does the partnership engage with key stakeholders?</li> <li>h. What opportunities are there and what improvements can be made to enhance the partnership's efficiency and effectiveness?</li> <li>i. What opportunities are there to enhance the combined work of the GCP and CMF to advance Canterbury's diverse interests?</li> </ul> |
| 6. Deliverables                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| <ul style="list-style-type: none"> <li>a. A comprehensive report detailing the findings of the review.</li> <li>b. Specific recommendations for improving the partnership's efficiency and effectiveness.</li> <li>c. An action plan outlining steps to implement the recommendations.</li> <li>d. Supporting presentation to the Chief Executives Advisory Group and the Greater Christchurch Partnership Committee.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |

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<sup>1</sup> The Secretariat can assist with scheduling interviews and booking meeting rooms.

## 7. Timeline

- a. Terms of Reference to be approved by the GCP Committee on 7 March 2025
- b. Independent reviewer confirmed as soon as possible.
- c. Draft report to be provided to Chief Executives Advisory Group meeting on 29 July 2025 (*agenda circulated 24 July 2025*).
- d. Final report and presentation to the GCP Committee on 8 August 2025. (*agenda circulated on 31 July 2025*)

## 8. Reviewer

Independent reviewer to be confirmed.

## Appendix 1

