

# Grow Well Whaiora Partnership



*An urban growth partnership between Government,  
Queenstown Lakes District Council and Kāi Tahu*

# Terms of Reference

December 2020



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## 1. Parties

*For the New Zealand Government*

1.1 [Name] (Position)

1.2 [Name] (Position)

*For Queenstown Lakes District Council*

1.3 [Name] (Position)

1.4 [Name] (Position)

*For Kāi Tahu Papatipu Rūnanga*

(Te Rūnanga o Moeraki, Kāti Huirapa Rūnaka ki Puketeraki, Te Rūnanga o Ōtākou, Te Rūnanga o Hokonu, Te Rūnaka o Waihōpai, Te Rūnanga o Awarua, Te Rūnanga o Ōraka Aparima )

1.5 [Name] (Position)

1.6 [Name] (Position)

## 2. Purpose

2.1 This *Terms of Reference* is for the parties to record their mutual intentions and understanding in relation to an urban growth partnership for the Queenstown Lakes area and for this to be governed in the form of a non-contractual agreement.

2.2 The partnership is an expression of the collaborative approach to which the parties are committed and will allow for stronger alignment across and between all systems of government and with Kāi Tahu

2.3 This agreement is made on the basis of good faith and commitment to work together and is voluntary and nothing in this Agreement is legally binding. Any Party may terminate this Agreement by giving [x notice] to the other parties.]

2.4 The partnership is designed for the purpose of:

- **aligning and prioritising objectives** – there is an aligned strategic approach that meets both the Government's, QLDC's and Kāi Tahu's objectives, and results in best possible urban growth and environmental outcomes in the Queenstown Lakes while delivering the best possible value for money for infrastructure<sup>1</sup> investment;

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<sup>1</sup> This will include network (transport, three waters) and social infrastructure.

- **effective co-ordination and delivery** – housing and urban development processes (including those within existing frameworks and legislation) include effective co-ordination between local and central government, and across the relevant entities therein, to ensure robust planning and delivery;
- **improving ways of working together** – building on existing processes there is greater communication, sharing of information (ensuring ‘no surprises’), use of common data and evidence, and joint engagement with stakeholders and the private sector; and
- **supporting new/amended policies, legislation and tools** – working together to inform and implement new/amended legislation, policies, and tools that will enable the delivery of housing and urban growth (including consideration of other factors that may affect delivery, such as infrastructure funding and financing tools and the Building Act).

2.5 The partnership shall adopt the name “The Grow Well Whaiora Partnership”.

2.6 Aukaha represents the interests of the four Otago Papatipu Rūnaka that are mana whenua within Murihiku, ie; that area south of the Waitaki in which the Queenstown Lakes District sits. Aukaha supports the rūnaka to achieve their environmental and cultural aspirations in the district through engagement with councils and central government.

2.7 Te Ao Marama Incorporated (Te Ao Marama) represent the interests of Papatipu Rūnanga as mana whenua within the takiwā of Ngāi Tahu ki Murihiku, which includes the Queenstown-Lakes District. The role of Te Ao Marama is to enable a Treaty partnership approach with central government and local government, ensuring the rights, interests and values of Ngāi Tahu ki Murihiku are respected and reflected within the district as it grows and develops.

### 3. Objectives and functions of the Partnership

3.1 The creation of the partnership acknowledges that the Queenstown-Lakes District is facing unique growth-related challenges that may have flow-on effects nationally, given the district’s importance to our tourism sector. Ensuring the retention of the Queenstown Lakes District’s reputation as an iconic, world-class destination is in the national interest.

3.2 The partnership needs to work together to identify solutions to construct and maintain suitable infrastructure to meet the demands of both growing resident and visitor numbers. The following key issues have been identified:

- The Queenstown Lakes District has unique and urgent infrastructure needs
- Current funding mechanisms are insufficient to support growth in both community and visitor infrastructure requirements.
- Without additional funding, both community wellbeing and the visitor experience will be significantly degraded.

3.3 The partnership will focus on developing a spatial plan setting out a long-term (30 year plus) framework for the development of the Queenstown Lakes area, identifying how and where growth will be accommodated, and the enabling infrastructure investment needed. The spatial plan will provide a platform for joined up and agile decision making. The spatial plan will be accompanied by a joint work programme that will outline the growth management-related actions and initiatives of the partnership.

3.4 The overarching objectives for the partnership include:

- Supporting the Queenstown Lakes’ role in contributing to New Zealand’s tourism offering;
- Planning outcomes contribute to a well-functioning urban environment
- Increased and accelerated provision of quality, affordable housing;
- Increased range of housing choices (type, location, tenure and price points);
- Achieving quality intensification;
- Achieving mode-shift from private vehicles to public transport and active modes;
- Reducing the need to make longer distance trips
- Growth and development that protects and enhances the natural environment;
- Growth and development that supports climate resilience and New Zealand’s climate action obligations;
- Growth and development that incorporates Te Tiriti o Waitangi partnership responsibilities, promotes cultural well-being and actively protects Kāi Tahu rights, interests and values in the district;
- Funding and financing tools to enable infrastructure delivery;
- Optimising existing zoning and infrastructure, to ensure investments in infrastructure deliver value for money;
- Coordination of Crown and Council infrastructure investment (including location of government services) to support urban growth;
- Integrated and well-located employment growth and a resilient and prosperous economy; and
- A good understanding of the costs and implications of growth.

3.5 The functions of the partnership include:

- Providing a forum for central government, local government, and mana whenua to collaborate on the strategic direction for the Queenstown Lakes area
- Overseeing the development and implementation of a spatial plan for the Queenstown Lakes area, including endorsing any drafts prior to public consultation.
- Overseeing, reviewing and monitoring a joint urban growth programme including any general planning processes related to identified priority areas.
- Commissioning research to inform policy development on urban growth and strengthen the evidence base underpinning the spatial plan.

- Ensuring organisational systems and resources support implementation of the spatial plan and any associated urban growth programme, including agreeing planning and regulatory tools that may mitigate risks associated with giving effect to the spatial plan and enabling objectives to be met
- Addressing cross-boundary matters within the Queenstown Lakes area as well as with other neighbouring areas.
- Monitoring the implementation of the spatial plan and associated work streams.
- Reviewing and recommending changes to the spatial plan if circumstances change.
- Ensuring spatial plan alignment with existing council plans and planning processes, strategies and policies, and with existing evidence.
- Ensuring spatial plan alignment with legislation and government policy (such as the NPS-UD 2020, including the government’s strategic priorities for spatial plans<sup>2</sup> )
- Facilitating consultation with the partners and the wider community where relevant

#### 4. Governance structure

4.1 The Parties agree to establish a Partnership Governance Group. This group will meet biannually (or as needed) to:

- provide strategic direction
- review progress and agree deliverables for the partnership’s joint work programme
- address matters escalated to the Partnership Governance Group by the Partnership Steering Group
- agree recommendations to the Parties when required (such as adopting the final spatial plan)

4.2 The Partnership Governance Group will be comprised of the following representatives:

- Two elected member representatives of Queenstown Lakes District Council including the Mayor;
- Two Ministers of the Crown;
- Two representatives of Kāi Tahu

4.3 The parties will each appoint their representatives of the Group. The Parties may replace their representatives from time to time by providing written notice to the Group confirming the amended appointment. The Parties may nominate alternate members in the event that they are unable to attend the Partnership Governance Group.

4.4 The Partnership Governance Group members shall agree on an independent chairperson

4.5 The governance structure will be supported by a Partnership Steering Group that will include senior officials representing the parties, consisting of:

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<sup>2</sup> As outlined in the Cabinet paper at <https://www.hud.govt.nz/assets/News-and-Resources/Proactive-Releases/Cabinet-paper-Urban-Growth-Partnership.pdf>

- i. Three representatives of the Queenstown Lakes District Council;
- ii. Five representatives from Central Government;
- iii. Two representatives for Kāi Tahu (one of Aukaha and one of Te Ao Marama)

The parties will each appoint their representatives of the Partnership Steering Group. The Parties may nominate alternate members in the event that they are unable to attend the Partnership Steering Group.

4.6 The Parties will agree on an independent chairperson for the Partnership Steering Group.

4.7 The Partnership Steering Group will operate on a consensus basis and will not vote on matters. In the event of an inability to reach consensus the matter will be escalated to the Partnership Governance Group.

4.8 The role of the Partnership Steering Group is to meet every two months and to:

- i. Provide the formal interface and communication with the Partnership Governance Group;
- ii. Enable resolution and/or escalation of any significant issues;
- iii. Monitor progress of the spatial plan and the associated joint work programme;
- iv. Provide day-to-day management of the joint work programme:
  - i. Consider the key findings of the projects and provide advice as required;
  - ii. Ensure the projects are delivered to the agreed scope and timeframes; and
  - iii. Ensure that the projects are aligned and integrated with other cross-agency and Queenstown Lakes related work as appropriate.

4.9 The governance of the partnership will provide high level and strategic oversight of the spatial plan and the associated joint work programme. For the avoidance of doubt, it will not replace any established governance arrangements and accountabilities for the individual projects outlined in the joint work programme

4.10 Neither the Partnership Governance Group nor the Partnership Steering Group have any statutory powers or functions, nor are they delegated any functions or powers of any of the parties. Any recommendations made by the Partnership Governance Group or Steering Group do not bind the parties.

4.11 **Appendix A** outlines the governance structure, which shall be updated and amended as required, in agreement with all members of the partnership.

## 5. Ways of Working:

4.12 The quorum at a meeting of the Partnership Governance Group and Partnership Steering Group is a majority of the members and must include one representative from QLDC,

Government, and Kāi Tahu unless the party agrees in advance that their presence is not required, by agreement with the Chairperson.

- 4.13 Materials for the Partnership Governance Group and the Partnership Steering Group will be circulated a minimum of five working days prior to the scheduled date of the meeting.
- 4.14 Funding of administration and secretariat support of the Partnership Governance Group and Partnership Steering Group will be shared among the parties.
- 4.15 This is a multi-agency partnership, providing opportunity for all key parties to be involved in the process and have ownership of the outcomes. Working together for the benefit and outcomes of the project is critical. Each stakeholder will use 'best endeavours' to share knowledge and provide information in a timely manner, meeting the project timelines specified by the Governance Group. Each agency will need to align its specific objectives with those of the partnership, escalating any conflicts for resolution through the governance structure.
- 4.16 All external stakeholder communications will be the responsibility of the Chair of the Partnership Steering Group. The QLDC Communications and Engagement team will work in partnership with relevant agency and ministerial press offices to prepare all communications materials on behalf of the Partnership Steering Group. The Partnership Steering Group will ensure that all communications requirements and messages are provided to the QLDC Communications and Engagement team in a timely manner.
- 4.17 The Parties may replace their representatives from time to time by providing written notice to the Group confirming the amended appointment.

## **5. Variation of this Agreement**

- 4.18 This agreement may be varied from time to time, but only with the agreement of each of the parties. This includes the addition of new members to the partnership.
- 4.19 Any agreement to vary the Agreement shall be recorded in writing, signed by the Parties and attached to a copy of this document.



**Confidential**

**Signatories**

**APPENDIX A**  
**Governance Structure**

